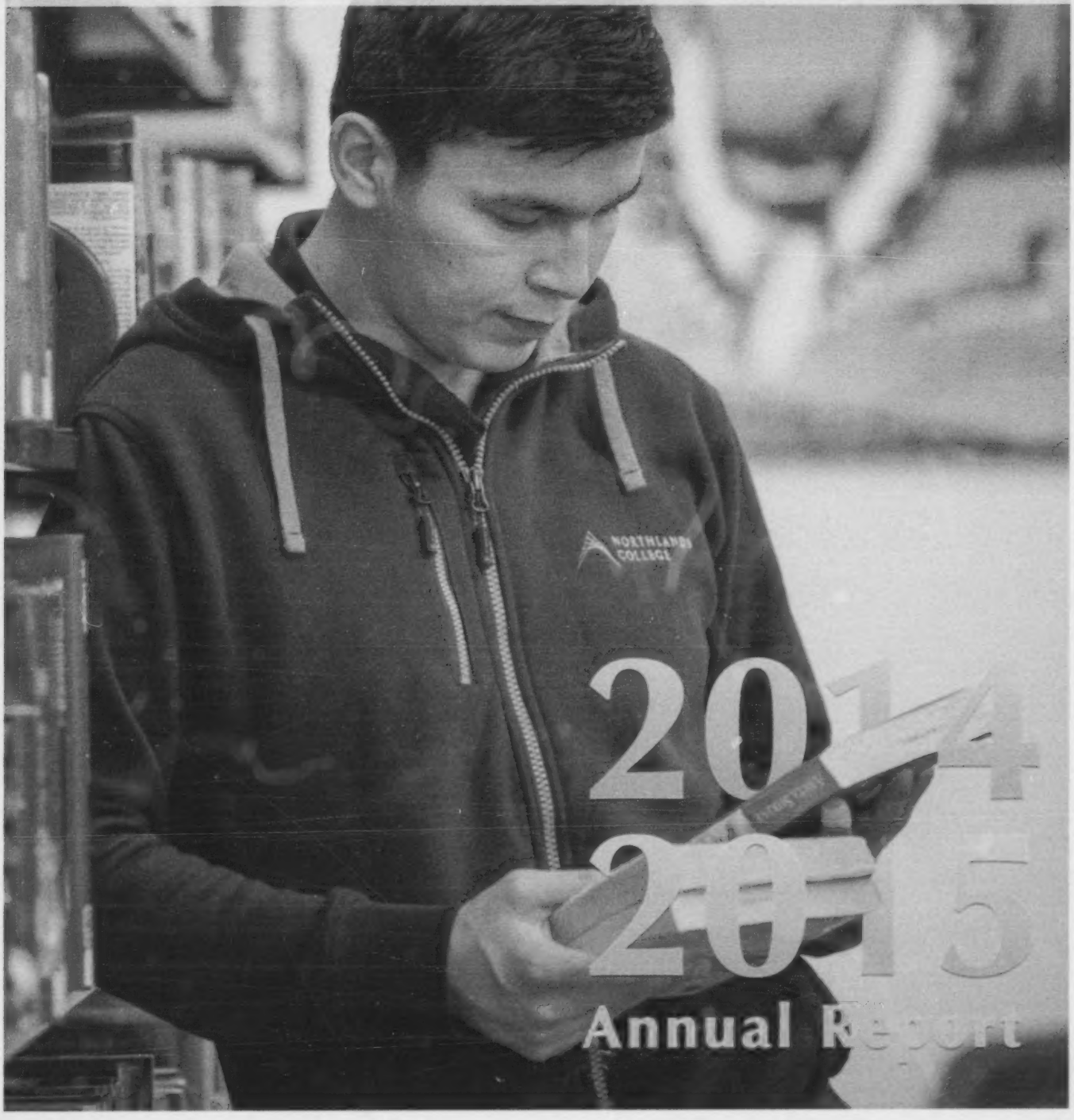
NORTHLANDS COLLEGE



2014 2015 Annual Report

Mission

The Mission of Northlands College is to provide quality education and training programs that will meet the development and employment needs of Northerners, enhance social and economic development, and prepare Northerners to participate in the labour market.

Philosophy

Northlands College believes:

- Learning is a life-long process and there is potential for all individuals to grow and to change at all stages of their lives.
- Northern residents should have opportunities for personal growth, and for participation in the social and economic development of the province, particularly the North.
- Adults have rights and responsibilities for their own education: what to learn; how to learn; when to learn; where to learn.
- Adult training and education improves the quality of life by enhancing employability, increasing educational levels, and providing opportunities for enhanced personal and professional development.
- Adult training and education develops healthy communities as well as healthy individuals.
- Adult training and education agencies should be accessible, accountable, and responsive to the communities served.
- A co-operative, collaborative approach among agencies involved with education and services will increase efficiency and effectiveness and enhance benefits for all.
- Collaboration and partnerships with business and industry increases quantity and quality of training opportunities, maximizes available resources, enhances skill transfer and improves opportunities for employment.

Principles

Northlands College adheres to the following guiding principles:

- **Accessibility:** Increase access to a broad range of programs and services by focusing on improved extension and decentralization of programs and services, expanded partnerships, program development, use of technology, collaboration, coordination and enhanced counselling support.
- **Responsiveness, Relevance and Community Involvement:** Promote responsiveness to the needs of the north through the development of effective partnerships with local and aboriginal governments, funding agencies, business and industry, K-12 school systems, and other stakeholders in the planning and development of relevant training, education and career opportunities.
- **Quality:** Maintain and enhance the quality of adult training and education in order to improve the quality of life, to ensure portability of skills and to better position northerners to compete in the labour market.
- **Accountability:** Provide accountability to the public for use of resources and achievement of outcomes in college programs and services.
- **Optimizing Resources:** Optimize the use of available resources in order to maximize opportunities for learners.
- **Mobility:** Provide education and training which enables learners to achieve upward and lateral mobility between provincial programs and institutions and within the national and international context.
- **Equity:** Adopt inclusive approaches to achieve equitable opportunity and success.
- **Public Image:** Enhance the college's profile and reputation through the promotion of college programs, services and achievements.

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Letter of Transmittal

NORTHLANDS COLLEGE

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December 18, 2015

Honourable Scott Moe
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Dr.
REGINA, SK S4S 0B3

Dear Minister Moe:

On behalf of the Board of Directors and in accordance with the regulations under the Regional College Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2015.

Sincerely,

Deborah Charles
Board Chair

Board Report

On behalf of the Board of Directors of Northlands College it brings me great pride to present to you the Annual Report for 2014-2015. The Annual Report illustrates the extent to which the College has achieved its goals, objectives and targets for the reporting year and the progress made in relation to the overall strategic plan. During this past year, the college continued on with its strategy for change to become more efficient, effective and responsive to meet the needs of the people of Northern Saskatchewan.

This past year proved to be challenging for the Board to meet on a regular basis. Unforeseen circumstances as well as delays in board appointments resulted in a reduction in the overall number of board meetings. However, this did in no way impact the overall governance of the college. I am pleased that nearly all vacant board positions have now been filled and we look forward to a full and representative board being in place for years to come. We are particularly pleased that a representative from the Athabasca region has been appointed to the board.

The Board held seven regular meetings and an annual general meeting during the 2014- 2015 fiscal year. In addition to the board meetings, the Board also attended various functions including scholarship award events, graduation ceremonies, and staff in-service.

A large part of what the college is able to accomplish is dependent upon a broad range of partnerships and inter-relationships with industry, communities, first nation and Metis organizations, other agencies and government. Once again the partnership base remains strong and contributed significantly to the College's ability to accomplish what it set out to do in 2014-2015. The Board commends the staff and thanks the partners for the joint efforts in ensuring that Northlands College continues to provide programs and services that meet the needs of the labor market in the region, and most importantly, meets the needs, and fuels the aspirations of the people of Northern Saskatchewan.

Overall, 2014-2015 was once again a year of change for Northlands College. The Board did an exceptional job in guiding this change. They carried out the tasks required of them in a very professional and efficient manner and always with the best interest of the people of Northern Saskatchewan being front and center. Northlands College continues to be a strong institution poised to grow and improve the quality of life for many northern people.

Deborah Charles
Board Chairperson

Governance

Glenn Lafleur, Board Chair, Air Ronge
Deborah Charles, Board Chair, Air Ronge – Appointment August 2015
Veronica Favel, Cumberland House
Marvin Herman, La Loche
Jackie Durocher, Buffalo Narrows
Jodie Sierzycki, La Ronge
Paul Trottier, Denare Beach
Doreen Polischuk, La Ronge
Myrna Bouvier, Beauval – Appointment August 2015
Victor Fern, Fond Du Lac – Appointment August 2015

Board Committee Representation

Executive Committee (includes personnel & audit functions)
Glenn Lafleur – Chairperson
Doreen Polischuk – Vice-Chairperson
Paul Trottier – Member at Large

Negotiations Committee
Vacant

ASRC Representative
Glenn Lafleur

Scholarship Committee
Vacant

Policy Council Representatives
Jodie Sierzycki (2014-15 and 2015-16)
Paul Trottier (2014-15 and 2015-16)
Doreen Polischuk (2014-15 and 2015-16)

Meeting Dates

September 19, 2014
October 17, 2014
November 21, 2014
December 19, 2014 – No quorum
February 20, 2015 – No quorum
April 17, 2015
May 8, 2015
June 19, 2015 AGM – No quorum

President & Chief Executive Officer Report

It is my pleasure to present to you the Annual Report for 2014-2015.

This past year was one of tremendous accomplishments in the transformation of Northlands College. Now completing the third year of our plan of administrative restructuring, program enhancement and growth, we are beginning to see the "new" Northlands College emerge. The "new" Northlands is a college based on relevant and high quality programming while being supportive to students to eliminate barriers to success, all done in an environment that respects and promotes the culture of the region.

The year was highlighted by the visit of the Prime Minister of Canada, The Right Honourable Stephen Harper. Prime Minister Harper officially announced the creation of the Northlands College Mine School and provided a funding commitment as well. More importantly however, the Prime Minister's visit sent a clear message to the people of the north, the province and the country, that Northlands College is serious about what it is we are setting out to do, and that we are delivering on that pledge. We are also grateful to the International Mineral Innovation Institute and the Province of Saskatchewan for funding commitments and the transfer of property and buildings. All of the pieces for growth are coming together to actualize the vision that the Board of Northlands College has entrusted us to develop and create.

This report will show areas in which we have made significant progress over the past year, and will also detail where it is we need to do more work. Unlike other training institutions that are directly tied to fluctuations in labour market demand, as the global economy slows the fundamentals of our business model (which is supply side driven) remain strong. Our prime objective is to educate and train northerners.

At Northlands College we see ourselves as an educational institution that plays a very broad, yet extremely important roll. We continue to grow to accommodate the much needed education and training requirements of the people of the north so that they can not only participate in, but more importantly, direct and lead, the economic and social development of the north with confidence, pride and success.

Kelvin (Toby) Greschner
President & Chief Executive Officer

Programs and Services Summary

Adult Basic Education

Twenty-nine Adult Basic Education (ABE) programs were delivered in nine communities totalling 610 distinct enrollments. Analysis of the Adult Basic Education statistics reveals that 40% of participants completed or graduated from Adult Basic Education programs with 98% of participants declaring to be of Aboriginal ancestry.

During the 2014-15 Academic year, Northlands College's ABE program made the successful transition to a semester-based approach to time-tabling at all three campus locations. This combined with the shift in our Adult 10 program to a credit system, makes our ABE program very similar to a high school delivery model. Our ABE setup is such that we can be very accommodating to all students, ABE needs, whether it be the student who wants to go directly into Adult 12 or one who has the time to achieve the goal of high school graduation through the traditional approach of levels 10, 20, and 30 courses.

As an educational institution in Northern Saskatchewan, we are ever mindful of the large geographic area we serve and as such continued with our commitment to on-line educational learning opportunities. Again in 2014-15 we funded one staff position at the edcentre.ca. In addition, we began the process of obtaining the licensing requirements for a mobile G.E.D. lab to assist students with obtaining their G.E.D. We continued to utilize the PLATO learning environment in many of our ABE classrooms. This is a web-based learning system used at Northlands College to deliver core academic programming. This on-line competency-based resource provides standardized curriculum and instruction and flexibility in delivery options and skill development. This system lends itself very nicely to very comprehensive data collection which in turn allows for targeted student interventions. This system became the foundation for our new Adult Essential Skills program (formerly Developmental Studies) in 2014-15. It has allowed us to assess student needs and customize a learning plan based on student goals.

The Health Careers Access program continued in 2014-15 at our Buffalo Narrows Campus. This program was designed specifically for the Northern Health Sector Training Sub-Committee of the Northern Labour Market Committee to meet the needs of the Northern Regional Health Authorities and the Northern Inter-Tribal Health Authority (NITHA). The program is comprised of a blend of ABE courses at the 30 level (Chemistry, Biology, and Math Foundations) and post-secondary credits in the areas of Anatomy, Physiology, Medical Terminology, Communications and Workplace Skills.

Summer school was offered for the first time by Northlands College in July and August of 2014. This program provided students the opportunity to pick up classes that they may have missed during semesters one and two, as well as, it provided applicants to Post-secondary programs and trades and technical programs an opportunity to achieve credit for prerequisite secondary courses.

Northlands College was able to extend its overall ABE program offerings in 2014-15 by virtue of the valuable partnerships we have been able to secure. For the 2014-15 Academic year our ABE partners included: Lac La Ronge Indian Band, Woodland Cree, Enterprises Inc., Hatchet Lake Denesuline First Nation, Northern Lights School Division #113, and Cameco Corporation.

Skills Training

Northlands College delivered 55 Skills Training programs in 22 communities; this was an overall increase of 13 programs in 7 additional communities, for a total student enrollment of 569.

In 2014-2015 Northlands College programming continued to place a greater emphasis on employment and workforce specific training to meet the need of industry workforce shortfalls. A greater emphasis was placed on working with the long term industry partners that were committed to having trained northern long term skilled workers. A program that exemplified this was the Power Lineman training program in Air Ronge. Twenty two graduates were successful the program and a majority of them immediately found work in the industry. The support from industry partners like SaskPower, Hundseth Power Line Construction and Kitsaki Projects enabled this program to be a showcase for workers to show their skills and commitment to workforce training.

Once again in 2014-15 it was apparent that there existed a general labourer shortage in many of the industrial sectors and with this demand rose the need to prepare workforce-ready individuals to work in remote locations. Northlands College continues to recognize this shift and has continued its public access to safety ticket training and trades training. It has become clear to our funding partners that there must be a renewed effort to centralize trades and technical training after many years of community-based training. The funding partners could see that although a few ventured out for work after their community-based training a majority waited for work to come to them in the community and this simply never materialized. Programming partners now recognize the need for trades programs that require students to transition out to a larger community for skilled training. It is also apparent that there is a new generation of young trainees that want to move forward to career success outside their communities. This is important because a major share of funding support for the delivery of these programs is through First Nation partnership and they drive the future of workforce development in their communities.

Mine Training Programs

The Northlands College Mine School was officially launched on July 30, 2014 by the Prime Minister of Canada, the Right Honorable Stephen Harper. Funding from the Government of Canada, the Province of Saskatchewan as well as the International Mineral Innovation Institute, has made the creation of the school possible.

We have purchased equipment to complement and enhance the quality of our existing programs and we have increased our collaborative measures with industry, and other institutions to ensure we develop and offer programs that will lead to success and employment for our students, and meet the labour needs of the sector. Some of the programs currently in the development stage are Basic Mine and Exploration, Chemistry/Metallurgy Technician, and mine equipment training. We will continue to explore other programs and to align them with industry need. One older building has been completely renovated and now houses all of our mining programs. Plans are currently underway for the building of a second facility to provide additional classroom space and much needed lab space.

A large portion of the funding went into the purchase state of the art mine simulation equipment from Atlas Copco. We purchased a Scoop Tram and a Master Drill simulator. The purchase of this equipment comes with a solid industry partnership between Atlas Copco and Northlands College and we will utilize the equipment through a joint training and certification approach. There will be ongoing collaboration with Atlas Copco to ensure effective and appropriate training delivery.

Although the Mine School falls under the broad category of Skills Training, the intent is to maintain a distinct identity to recognize the significance that the mining sector plays in the region. Northlands College commits $400K annually from its Skills Training Allocation as well as $600K historically has been provided from the Province of Saskatchewan through the Multi Party Training Plan for the Mineral Sector. This program funding combined with funding from other partners has led to the development of a suite of core program offerings. Our plan is to grow this suite of programs to provide opportunities for northerners to obtain jobs in the mineral sector, and meet the labour force needs of the industry. Northlands College delivered three core programs for mining in the 2014-15 academic year. The Radiation Environmental Monitoring program (one year in length) ran from January to December 2014. We have since modified the timing of the offering this program to better fit the needs of the students and funding agencies; in the future it will have a September start date. The Mine Engineering Technician program (two year program) has now gone to an annual intake, meaning we have two cohorts of students enrolled at any given time, and a graduating class every year. Northlands College also delivers an Underground Mining Programs in partnership with Cameco's Rabbit Lake Mine Site. This program is demand driven and only offered when industry requires workers. With the downturn in the mining sector, demand in this area from industry was lower than expected last year. The program ran in the fall of 2014, but did not run again in the spring.

University

Northlands College is an official off-campus Arts and Science site, offering Distance Education courses from the University of Saskatchewan, University of Regina, Athabasca University, and University of the Arctic. University courses through Northlands College are coordinated out of La Ronge with full and part time student programs in Buffalo Narrows, Creighton, Ile a la Crosse and La Ronge. We had 185 students enrolled in University classes in 2014-15, which was a 20% increase from the previous year, which is part of a continued growth trend of 162% since 2007-08. Of these students 84% were Aboriginal and almost all were Northerners. As program options and locations have increased, our university student body has also grown exponentially.

Northlands College continues its "Supportive Program Approach" to university distance education with full-time distance education instructor aides supporting students in a learning centre environment in each of the four Northlands College University program sites. Videoconference equipment is used daily to offer university courses and tutorials. Students, staff, and instructors enjoy using the technology. It has become a very popular mode of distributed learning. Instructors, after their first encounter teaching through this mode, are now championing the viability and encouraging an increased number of courses.

The third intake into the Bachelor of Science in Nursing (BSN) degree from University of Saskatchewan resulted in a total of nineteen students in La Ronge and six in Ile a la Crosse in Years 2, 3, and 4 of the program. 88% of these students are Aboriginal and all are Northerners. Our first cohort of ten BSN students graduated in June 2015. All are currently employed in or near the North.

The University of Regina's Bachelor of Social Work (BSW) Degree is available entirely by distributed learning in all four Northlands College university program sites. This degree is still a popular choice, which speaks to the labour market need for Social Workers in the North. In spring 2015, we had our largest group of Social Work graduates to date with five Northerners who convocated from UofR with a BSW.

Through a partnership between the University of Saskatchewan, University of the Arctic and Northlands College, students can complete a full three or four year Bachelor of Arts in Northern Studies degree in all four University locations in Buffalo Narrows, Creighton, Ile-a-la-Crosse, and La Ronge. Students can now choose an advanced emphasis in either Aboriginal Public Administration or Environmental Impact Assessment, both of which directly tie the students' skills to the northern labour market needs. In the October 2015 UofS convocation ceremony, three students graduated with a BA in Northern Studies. Since the program's inception there have been a total of twenty-two BA in Northern Studies graduates.

The pilot student salary program for Northern Studies students continued with funds carried forward from the previous year. In partnership with the International Centre for Northern Governance and Development at the UofS and funding from the provincial government, the pilot student salary program has been very successful. Based on the premise that full-time students should treat school like a job to help facilitate a successful transition to the workforce upon graduation,

students were paid a "wage" based on their attendance. Six Northern Studies students were supported with tuition & books and/or a salary throughout the academic year.

We have hosted UArctic's International Academic Office since 2006. We provide coordination and registration services for the International Online Circumpolar Studies courses offered by UArctic member institutions in the fall and winter semesters each year. Since 2006, we have supported over 1600 unique students from UArctic member institutions registered in over 2700 Circumpolar Studies courses.

Northlands College and the Ministry of Advanced Education continued to partner to deliver "SOS: Surviving Off-Campus Studies". This series of study skills workshops was presented live weekly in the fall and winter semesters with a different set of topics in the second semester. In winter 2015, we also introduced a new program "So I'm Graduating…Now What?!" This weekly session provided information to help students transition to the workforce upon graduation. Topics included job searching, resume writing, interview skills, and habits of successful employees, among others. Our "host" Brandi Bell, used videoconferencing to link from La Ronge to Regina for live broadcasts through the LIVE televised satellite network. Telecasts were then archived through video streaming and made available through the internet from the Ministry's e-cast site.

In a partnership with the International Centre for Northern Governance and Development, we provided academic support to seven UofS students in La Ronge taking their Master of Northern Governance and Development degree. We hosted video conference lectures and instructor aides proofread essays.

In 2015, we hosted the 2nd Annual Northern Visionaries Video Essay contest. The contest was available to all Northlands College post-secondary students in programs over 34 weeks long. We received 42 submissions and held the Northern Visionaries Awards Gala in May to announce the top 5 contest winners, all of whom won a scholarship and the grand prize winner also received a trip to Top Gun flight school in California, which was co-sponsored by the two Community Futures Development Corporations in Northern Saskatchewan. Over 100 people attended including CTV's Jeff Rogstad, MLC Doyle Vermette, MLA Rob Norris, numerous Chiefs, Mayors, Town and Band Councillors, Saskatchewan Polytechnic and UofS Deans, Associate Deans, and Department Heads.

In partnership with University of Regina and First Nations University, we began offering a 2-Year Business Administration Diploma. Sixteen students started the program in La Ronge, Buffalo Narrows, and Ile-a-la-Crosse, taking classes online and by video conference. This was an exciting development for our university programming that we plan to build on in the coming years.

Services and Learner Support

Northlands College places a strong emphasis on removing students' barriers to success. We are in the process of reassessing our student services model to ensure that we are able to provide all of the necessary supports that are required to ensure success. This is proving to be very challenging because the needs of the students in the region are great, and the resources that we have to deal with those needs are limited. This past year saw the retirement of the Director of Student Services, and subsequent temporary dissolution of duties to other directors. A new Director is now in place and is in the process of conducting a comprehensive review of all student services and learner supports, we have already seen significant progress and anticipate much more.

We have identified four key barriers to student success that we are addressing; housing, transportation, childcare and financial supports. Student housing, particularly in the La Ronge area, is in a crisis situation. We currently lease 24 units, and we have a waiting list twice as long. For a variety of reasons, the main one being financial, we have not yet made significant progress on this issue. We are however, looking at innovative ways to address the student housing need. We hope, that within the year, we will have a short term plan to relieve some of the strain quickly, and a long term solution as well. We have made progress on the issue of student transportation. This past year saw the introduction of student busing in the La Ronge, Air Ronge and Lac La Ronge Indian Band Communities. This has proven to be a tremendous success, with absenteeism falling considerably, and, we are confident, the bussing also played a factor in the increase in student enrollment. Small steps have been made with respect to student childcare. We have partnered with Churchill High School Daycare to ensure a very limited number of spaces for the children of students. In addition, we have started the process to apply to the Province of Saskatchewan to develop our own daycare. Finally, we have begun to examine the complexity of issues that comprise student funding supports, as many students who drop out from our programs cite funding as the determining factor. We have not yet made as much progress on this issue as we would have liked to.

This past year also saw a complete revitalization of the Northland College Scholarship Program. In the past, attempts at fund raising, so as to be able to obtain matching contributions from the Province of Saskatchewan, were minimal. Now, thanks to the efforts of our marketing department, events such as the Annual Scholarship Golf Tournament, as well as a better rapport with our partners has resulted in a significant increase in funds raised, and as a result, significantly more funding is getting into the hands of the students who need it.

The following table provides a comparative overview of programming and student enrolment levels.

Table 1:

Comparative Program Activity Levels

	2013-2014		2014-2015	
	Programs	**Enrolment**	**Programs**	**Enrolment**
Skills Credit	51	459	43	456
Skills Non-Credit	16	259	12	185
Adult Basic Education Credit	12	223	16	310
Adult Basic Education Non-Credit	20	279	13	300
University	3	156	23	185
Total	**102**	**1376**	**107**	**1436**

Goals

The following chart provides a summary of the College's achievements in relation to its goals and objectives, and proposed key actions.

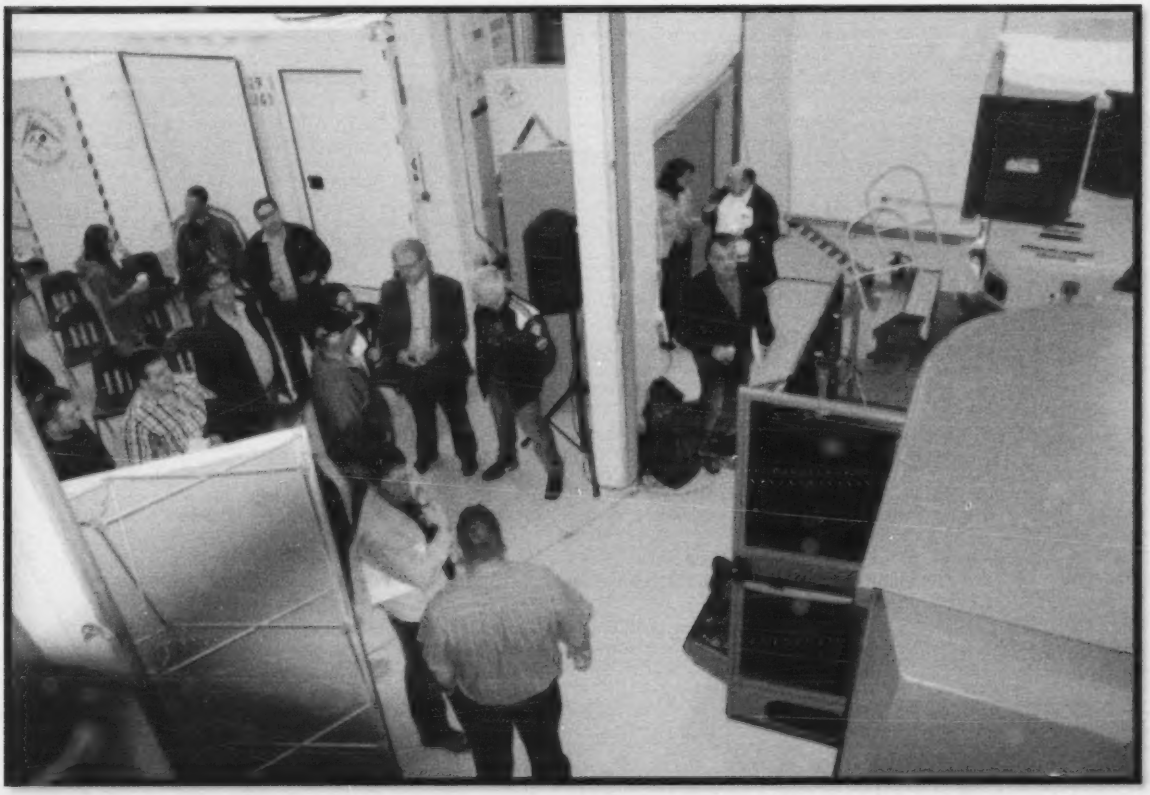
Goal 1
Develop a skilled northern workforce to meet local, regional and provincial labour market needs.

Objectives:

1. Ensure, where appropriate, that programs and services meet provincial and national standards.
2. Establish a direct link between training and employment through strategic partnerships with employers.
3. Deliver skills training programs at a local and regional level in response to local employers, northern industry and economic trends.
4. Maintain a balance between education and training for short-term and long-term labour market needs.
5. Expand the availability of technical and skills training opportunities through the maximization of brokerage agreements with Saskatchewan Polytechnic and, where applicable, with other institutions; expanded partnerships with industry; the pursuit of certification the use of technology.
6. Expand options for work-based training, including apprenticeship and cooperative education.
7. Improve the participation of under-represented groups to enhance their employability and to contribute to a representative workforce.

Key Actions	Timeframe	Response
Co-chair the Health Sector Training Sub-committee of the Northern Labour Market Committee with the purpose of implementing a long-term training strategy to address the labour market requirements of the northern health sector.	Ongoing	Meetings continue
Development of a certification strategy for mental health and addictions counselors in collaboration with northern health sector employers, Saskatchewan Polytechnic, University of Regina, First Nations University, and University of Saskatchewan that includes a certificate, diploma, undergraduate degree and post-graduate diploma.	2011-2015	This has not yet moved forward. Evaluating the program due to funding restrictions.
Expand the delivery of apprenticeship and pre-employment training in northern Saskatchewan in collaboration with the Saskatchewan Apprenticeship and Trades Certification Commission (SATCC).	Ongoing	Working with Apprenticeship Commission.
Work with the Government of Canada, Government of Saskatchewan, International Mineral Innovation Institute, industry and other partners in the development of a Mine School.	Ongoing	Funding proposals were successful. Government of Canada, Government of Saskatchewan and the International Minerals Innovation Institute provided funding, buildings and land. Construction is underway. Significant progress was achieved on this objective.
Incorporate a Workplace Essential Skills training component in programming.	Ongoing	This has been completed and included in the programming.
Support the establishment of a training centre for the Athabasca Region.	Ongoing	Continue to explore options.

Goal 1 *Continued* **Develop a skilled northern workforce to meet local, regional and provincial labour market needs.**		
Key Actions	**Timeframe**	**Response**
Pursue the development of a multi-party training plan in the hospitality/service sector.	2014-15	Continue to work with all stakeholders.
Develop a Mine Career Access Program	2013-15	This option is continuing to be explored now within the context of fiscal restraint and downturn in the mining sector
Collaborate with the University of Saskatchewan in the development of a framework for Aboriginal Students' access and success in Engineering.	2013-15	Agreement in principle to work together with the College of Engineering was signed. Articulation of program compatibility is being examined and options for first year engineering courses to be delivered in the north are being considered.



Goal 2

Maximize education and training opportunities and develop a more integrated, effective and sustainable delivery system through collaboration, coordination, and partnerships.

Objectives:

- Improve coordination, cooperation and joint planning among adult education and training institutions and funding agencies in order to better coordinate services and minimize duplication and overlap.
- Develop partnership approaches that maximize utilization of community and industry resources to expand learning opportunities.
- Develop partnerships and undertake collaborative planning with K-12 school divisions to facilitate transition from high school to post-secondary education and from post-secondary education to the workplace.
- Increase access and provide a broader range of programs and services through the use of technology.

Key Actions	Timeframe	Response
Collaborate with SIIT, DTI, and northern funding agencies to coordinate program delivery and minimize duplication and overlap.	Ongoing	Continuing to meet and collaborate.
Maintain alternate education partnerships with DTI and the Ile a la Crosse School Division to facilitate transition from high school to post-secondary education.	Ongoing	Continued partnership; however, under review for subsequent years to come.
- The college will apply technology in key areas to provide a broader range of programs and services - Strengthen distance delivered university programs in Buffalo Narrows, Creighton, Ile a la Crosse and La Ronge. - In partnership with Northern Lights School Division #113 to operate an online high school (edcentre.ca) program for youth and adults. - Deliver online learning options to expand access education opportunities. - Expand videoconferencing capability and apply technology to enhance course delivery. - Operationalize a distributed learning model for the delivery of health care training including the use of a teaching robot in the nursing degree program.	Ongoing	Under review will be a part of a comprehensive technology strategy.
Explore with the Northern Teacher Education Program in the development of enhanced university capacity in the north including associated facility requirements.	Ongoing	We have expanded our University offerings. Meeting with Nortep/Norpac to discuss a potential partnership.
Partner with Cumberland Regional College and North West Regional College in the delivery of University of Regina social work courses and programming through the use of videoconference technology.	Ongoing	Partnership continues
Partner with University of Saskatchewan on the delivery of a Bachelor of Science Degree in Nursing to be offered in Ile a la Crosse and La Ronge.	2012-2015	Partnership continues

Goal 3
Deliver relevant programs and services that respond to needs identified by northern stakeholders.

Objectives:

- Establish a process for the effective input of community representatives, economic development agencies, business and industry, and funding agencies in determining training needs and priorities, based on labour market requirements.
- Improve and expand the program approach to the delivery of university courses through a decentralized, multi-mode, student supported learning approach.
- Improve the effectiveness of the Adult Basic Education program as a bridging program to further education and training, and/or employment.
- Provide learning opportunities related to current and emerging needs such as health and social issues and the use of technology.
- Strengthen the role of the college in assisting communities to build their capacity for social and economic development.

Key Actions	Timeframe	Response
Undertake a formal needs identification/program planning process involving extensive consultations and joint planning with northern communities, government departments, economic development organizations, business and industry, Aboriginal community, school divisions and other stakeholders.	Ongoing	Senior Managers visited appropriate communities and met with leaders for their input.
Incorporate Workplace Essential Skills into ABE and Skills programs.	Ongoing	Opened three access centres and the Certified workforce education is offered in ten communities.
Maintain the following University Program options: - Social Work option – University of Regina - Bachelor of Science in Nursing Degree – University of Saskatchewan in Ile a la Crosse and La Ronge. - Bachelor of Arts in Northern Studies in partnership with University of the Arctic, University of Saskatchewan and AEEI - Teacher Entrance option (Arts classes which contribute to a Bachelor of Education degree)	Ongoing	Yes, continues.
Partner with International Centre for Northern Governance and Development on the delivery of a Master's program in Northern Governance and Development.	Ongoing	Yes, continues.

Goal 4

Adopt inclusive approaches to achieve equitable opportunity and success

Objectives:

- Provide equitable access to programs and services for all learners according to individual needs and abilities and within the capabilities of the college.
- Provide bridging, transitional and support services to facilitate participation of all individuals.
- Establish a climate within the college where everyone is treated with respect and encouraged to develop their full potential.
- Adopt an advocacy role in addressing financial inequities, which limit access for learners.
- Strive to achieve representative participation levels in college programs and in the college workforce.

Key Actions	Timeframe	Response
Maintain emphasis on Education Equity policy and regularly monitor its application.	Ongoing	Yes, continues
Continue advocacy efforts in relation to student financial assistance.	Ongoing	More scholarships/awards offered and working on better PTA accessibility.
Work with Gary Tinker Federation to provide programs and services to meet the needs of people with disabilities.	Ongoing	Continue to work together.
Maintain efforts of the Employment Equity Committee in implementing special measures to achieve a representative college workforce.	Ongoing	Yes and achieving an above percentage of required employment equity standards.
Maintain appropriate student services at all college campuses including the provision of student residences.	Ongoing	Yes
Work with SIIT Northern Industrial Career Centre in providing job transitional support services.	Ongoing	Continue to be a member of the steering committee.

Goal 5

Improve accountability to the public for use of resources and achievement of outcomes in college programs and services.

Objectives:

- Develop valid and meaningful performance indicators to measure and report on the achievement of college goals and objectives.
- Undertake regular reviews of college programs and services to monitor progress in achieving objectives and improve quality.
- Establish effective methods to communicate results of college programs and services to the public.
- Provide for effective board governance.

Key Actions	Timeframe	Response
In keeping with the college's Program Review policy, continue regular, in-depth review of all college programs on an annual cyclical basis.	Ongoing	Programs are reviewed on an ongoing basis and program offerings are now determined earlier in the academic year for the upcoming year.
Implement a marketing and promotion strategy.	Ongoing	Marketing team is in place, results have been positive.
Establish a public relations/marketing position at the College.	2014	Completed
Publicize an annual report; maintain a comprehensive college web site; report regularly on college progress at Northern Labour Market Committee; maintain emphasis on regular stakeholder consultations.	Ongoing	This continues to be the many ways that we engage wi h the public.
Undertake ongoing board development including participation in provincial and ASRC board development workshops.	Ongoing	Yes. Three board members have participated in the Board Governance Program
In June of each year, the board undertakes a self-evaluation of progress in achieving their goals and overseeing the operation of the college. CEO evaluation undertaken annually.	Ongoing	Yes

Table 3
Performance Measures

Number of Student Enrolments – expressed in terms of full load equivalents (FLEs) for all credit and non-credit programs. (FT, PT and Casual)	Baseline		Projected 2014-2015		Actual 2014-2015	
	#	FLE	#	FLE	#	FLE
Skills Training - Institute Credit	223	175.87	257	197.25	260	186.25
Skills Training – Industry Credit	274	26.02	291	27.54	196	34.78
Skills Training – Non-Credit	130	44.60	137	25.42	185	42.75
Adult Basic Education – Credit	286	223.50	308	233	310	243.45
Adult Basic Education – Non-Credit	420	178.09	472	180.62	300	119.91
University	144	84.49	124	53.37	185	117.32
Total	**1477**	**732.57**	**1589**	**717.20**	**1436**	**744.46**

Skill Training – Institute Credit	Baseline		Projected 2014-2015		Actual 2014-2015	
	#	FLE	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs) and distinct enrolment	223	175.54	257	194.18	260	186.25
Number of Graduates	109		134		93	
Number of Completers	57		55		57	
	%		%		%	
Participation (Enrolment) Rate	37		31		26	
Graduation Rate	49		52		59	
Employment Rate from Follow-up Surveys of FT Graduates	62		68		42	
Continued to Further Training Rate of FT Students	21		32		52	
Skills Training – Institute Credit Aboriginal Persons Statistics	%		%		%	
Aboriginal Participation (Enrolment) Rate	91		90		93	
Graduation Rate as a Percentage of Total Graduates	91		90		94	
Graduation Rate as a Percentage of Enrolment	48		53		59	
Employment Rates of Full-Time Aboriginal Persons	61		66		38	
Continued to Further Training Rates of Full-Time Aboriginal Persons	21		32		53	

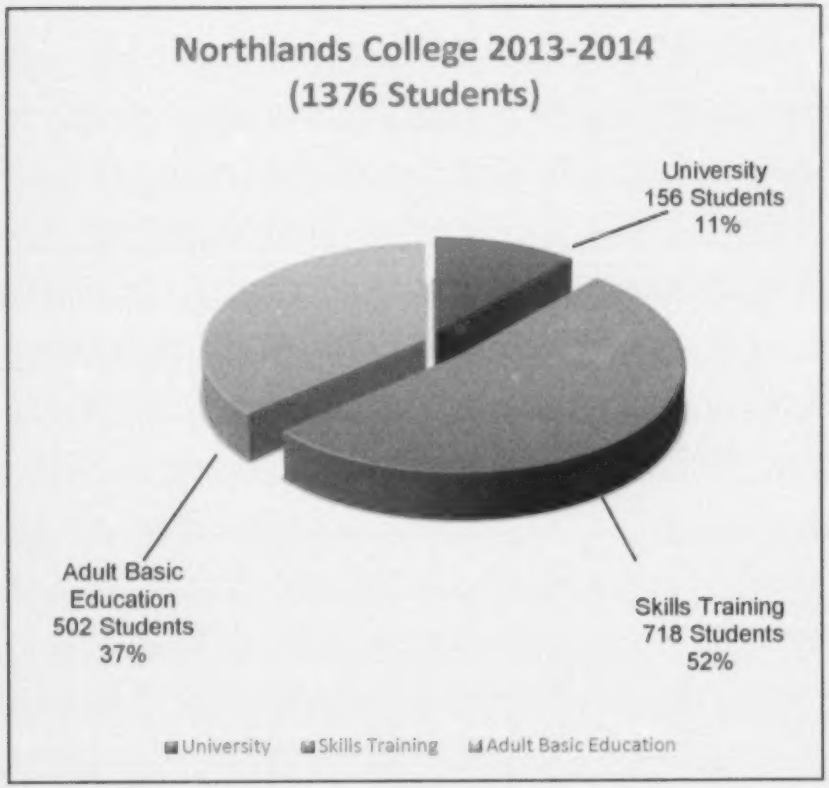
Skill Training – Industry Credit	Baseline		Projected 2014-2015		Actual 2014-2015	
	#	FLE	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	274	26.02	292	27.54	196	34.78
Number of Graduates	189		211		160	
Number of Completers	75		64		21	
	%		%		%	
Participation (Enrolment) Rate	25		25		25	
Graduation Rate	67		67		81	
Skills Training – Industry Credit Aboriginal Persons Statistics	%		%		%	
Aboriginal Participation (Enrolment) Rate	97		97		98	
Graduation Rate as a Percentage of Total Graduates	97		88		97	
Graduation Rate as a Percentage of Enrolment	66		68		81	
Adult Basic Education - Credit	**Baseline**		**Projected 2014-2015**		**Actual 2014-2015**	
	#	FLE	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	286	223.50	308	232	310	243.45
Number of Graduates	57		62		52	
Number of Completers	118		124		137	
	%		%		%	
Participation (Enrolment) Rate	20		31		34	
Graduation Rate	23		16		17	
Employment Rate from Follow-up Surveys of FT Graduates	28		37		38	
Continued to Further Training Rate of FT Students	77		79		75	
Adult Basic Education - Credit Aboriginal Persons Statistics	%		%		%	
Aboriginal Participation (Enrolment) Rate	96		96		96	
Graduation Rate as a Percentage of Total Graduates	95		95		95	
Graduation Rate as a Percentage of Enrolment	21		19		17	
Employment Rates of Full-Time Aboriginal Persons	21		33		38	
Continued to Further Training Rates of Full-Time Aboriginal Persons	75		77		75	
University	**Baseline**		**Projected 2014-2015**		**Actual 2014-2015**	
	#	FLE	#	FLE	#	FLE
Number of Student Enrolments – expressed in terms of full load equivalents (FLEs)	144	84.49	123	59.37	185	117.32
Participation (Enrolment) Rate	51		23		20	
Aboriginal Participation (Enrolment) Rate	86		80		89	

Tables and Charts

Table 4
Comprehensive Enrolment by Program Groups for Northlands College

	College Wide	2013-2014 Student Enrolment					2014-2015 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	22	124	42	0	140.53	16	112	15	0	121.93
	Other	7	13	21	0	26.00	10	88	15	19	61.53
	Apprenticeship and Trade	0	0	0	0	0.00	1	0	11	0	2.80
	Total Institute Credit	**29**	**137**	**63**	**0**	**166.53**	**27**	**200**	**41**	**19**	**186.26**
	Total Industry Credit	**22**	**10**	**182**	**67**	**26.66**	**16**	**0**	**179**	**17**	**34.78**
	Total Non-Credit	**16**	**209**	**28**	**22**	**125.78**	**12**	**39**	**110**	**36**	**42.75**
	Total Skills Training	**67**	**356**	**273**	**89**	**318.97**	**55**	**239**	**330**	**72**	**263.79**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	1	1	10	0	0.26	0	0	0	0	0.00
	Level 3 (Adult 10)	5	48	19	0	42.41	8	83	37	0	102.65
	Level 4 (Adult 12)	6	80	65	0	142.81	8	67	123	0	140.80
	Total Adult Basic Education Credit	**12**	**129**	**94**	**0**	**185.48**	**16**	**150**	**160**	**0**	**243.45**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	5	54	23	0	49.52	4	41	16	0	43.17
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	9	50	42	0	63.57	5	53	24	0	61.84
	Literacy	6	16	94	0	37.99	4	0	166	0	14.90
	Total Adult Basic Education Non-Credit	**20**	**120**	**159**	**0**	**151.08**	**13**	**94**	**206**	**0**	**119.91**
	Total Adult Basic Education	**32**	**249**	**253**	**0**	**336.56**	**29**	**244**	**366**	**0**	**363.36**
	Total University	**3**	**93**	**63**	**0**	**96.52**	**23**	**118**	**67**	**0**	**117.32**
Total Enrollment		**102**	**698**	**589**	**89**	**752.05**	**107**	**601**	**763**	**72**	**744.47**

College Wide Enrolment Comparison



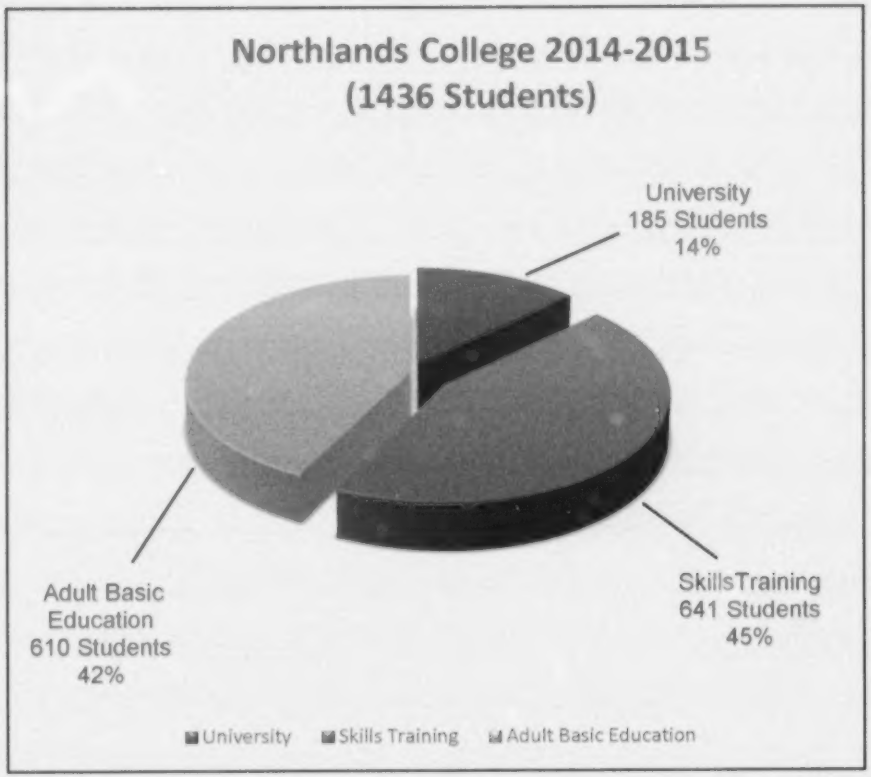


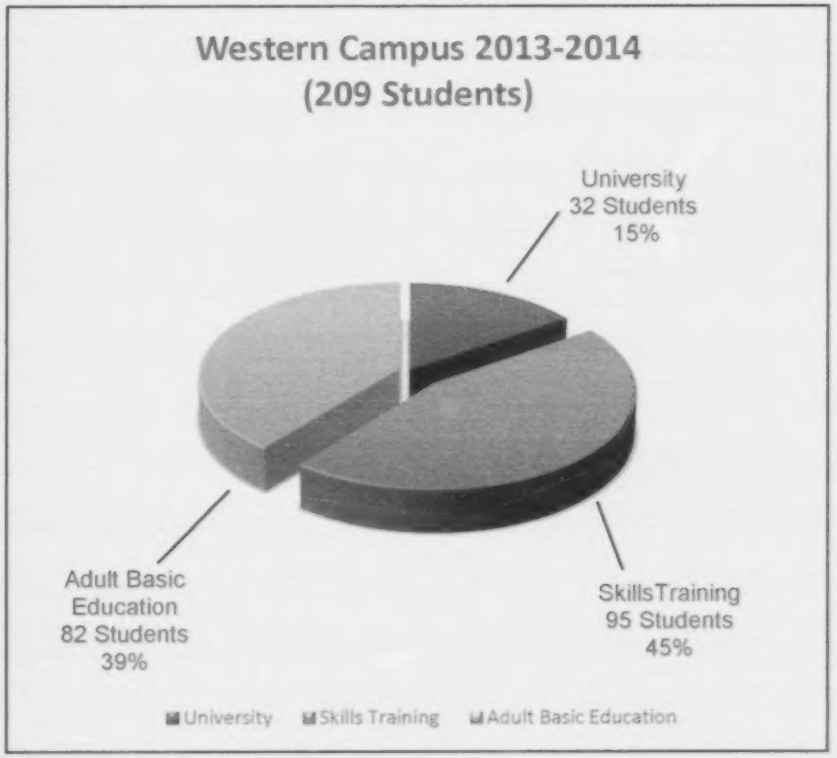
Table 4A

Enrolment by Program Groups for the Western Campus

	Western Campus	2013-2014 Student Enrolment					2014-2015 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	7	55	2	0	48.45	6	41	0	0	51.13
	Other	0	0	0	0	0.00	3	22	0	19	10.56
	Apprenticeship and Trade	0	0	0	0	0.00	0	0	0	0	0
	Total Institute Credit	**7**	**55**	**2**	**0**	**48.45**	**9**	**63**	**0**	**19**	**61.69**
	Total Industry Credit	**4**	**0**	**29**	**9**	**3.26**	**3**	**0**	**44**	**15**	**6.70**
	Total Non-Credit	**0**	**0**	**0**	**0**	**0.00**	**0**	**0**	**0**	**0**	**0.00**
	Total Skills Training	**11**	**55**	**31**	**9**	**51.71**	**12**	**63**	**44**	**34**	**68.39**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	1	10	1	0	12.12	1	14	2	0	18.42
	Level 4 (Adult 12)	2	26	4	0	38.28	2	25	10	0	32.47
	Total Adult Basic Education Credit	**3**	**36**	**5**	**0**	**50.40**	**3**	**39**	**12**	**0**	**50.89**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	1	15	0	0	16.53	2	28	5	0	28.51
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	2	5	5	0	4.67	2	24	3	0	24.71
	Literacy	2	16	0	0	16.98	1	0	9	0	3.03
	Total Adult Basic Education Non-Credit	**5**	**36**	**5**	**0**	**38.18**	**5**	**52**	**17**	**0**	**56.25**
	Total Adult Basic Education	**8**	**72**	**10**	**0**	**88.58**	**8**	**91**	**29**	**0**	**107.14**
	Total University	**1**	**22**	**10**	**0**	**21.80**	**11**	**23**	**14**	**0**	**24.32**
Total Enrolment		**20**	**149**	**51**	**9**	**162.09**	**31**	**177**	**87**	**34**	**199.85**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)

Western Campus Enrolment Comparison



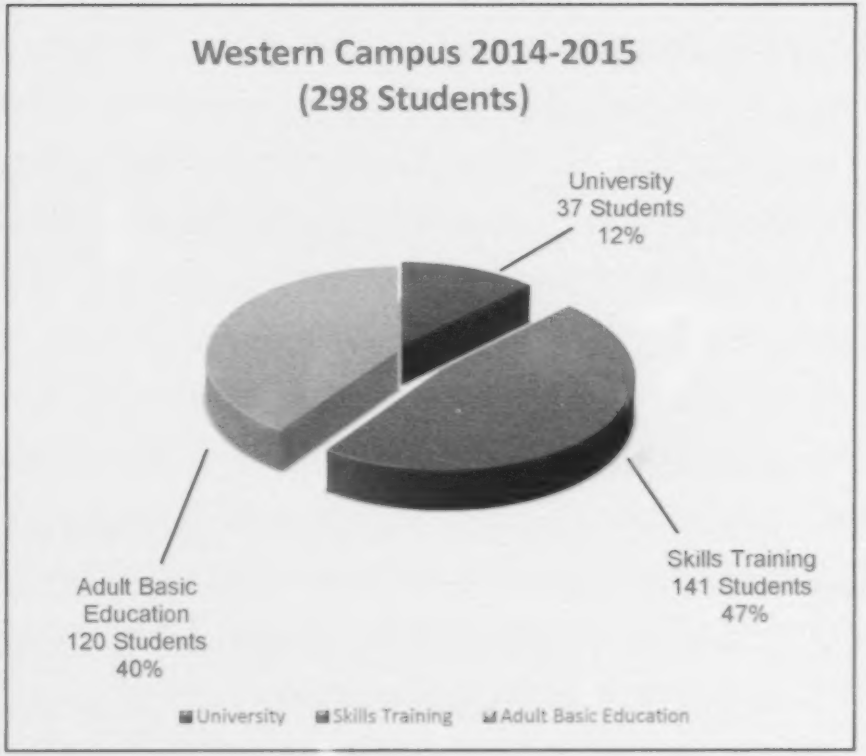
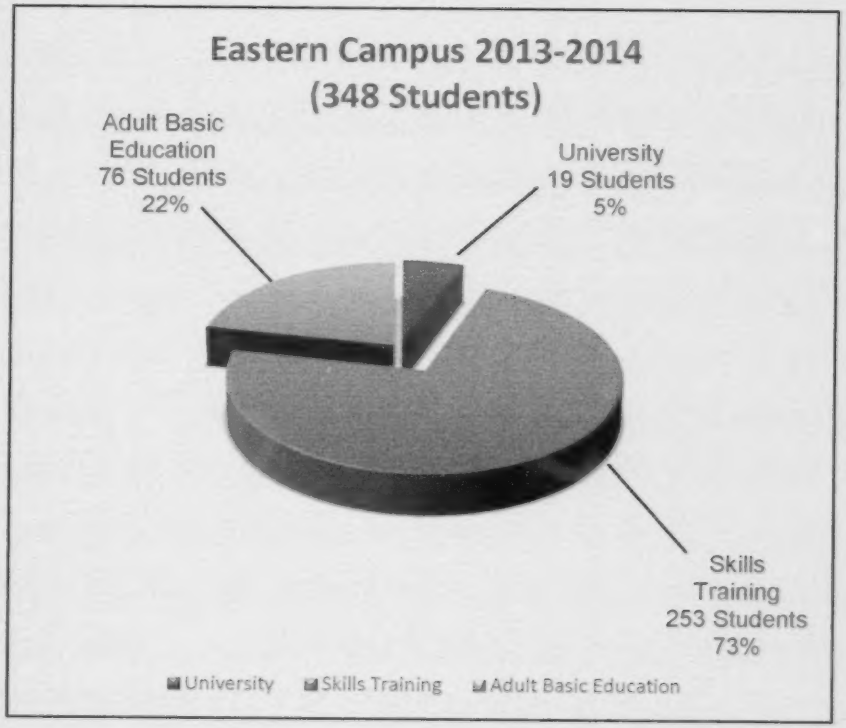


Table 4B
Enrolment by Program Group for the Eastern Campus

	Eastern Campus	2013-2014 Student Enrolment					2014-2015 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	5	26	10	0	25.37	2	8	3	0	10.14
	Other	5	0	21	0	4.00	4	45	0	0	16.22
	Apprenticeship and Trade	0	0	0	0	0.00	0	0	0	0	0.00
	Total Institute Credit	10	26	31	0	29.37	6	53	3	0	26.36
	Total Industry Credit	6	0	52	14	6.04	6	0	84	0	8.09
	Total Non-Credit	7	104	5	21	48.90	4	27	26	0	21.89
	Total Skills Training	**23**	**130**	**88**	**35**	**84.31**	**16**	**80**	**113**	**0**	**56.34**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	0	0	0	0	0.00	0	0	0	0	0.00
	Level 3 (Adult 10)	0	0	0	0	0.00	2	22	6	0	28.84
	Level 4 (Adult 12)	1	11	1	0	15.57	1	9	9	0	14.05
	Total Adult Basic Education Credit	1	11	1	0	15.57	3	31	15	0	42.89
	Adult Basic Education Non-Credit										
	Employability/Life Skills	1	10	5	0	10.93	0	0	0	0	0.00
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	4	29	20	0	40.67	0	0	0	0	0.00
	Literacy	0	0	0	0	0.00	0	0	0	0	0.00
	Total Adult Basic Education Non-Credit	**5**	**39**	**25**	**0**	**51.60**	**0**	**0**	**0**	**0**	**0.00**
	Total Adult Basic Education	**6**	**50**	**26**	**0**	**67.17**	**3**	**31**	**15**	**0**	**42.89**
	Total University	**1**	**15**	**4**	**0**	**14.49**	**4**	**10**	**6**	**0**	**10.29**
Total Enrolment		**30**	**195**	**118**	**35**	**165.97**	**23**	**121**	**134**	**0**	**109.52**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)

Eastern Campus Enrolment Comparison



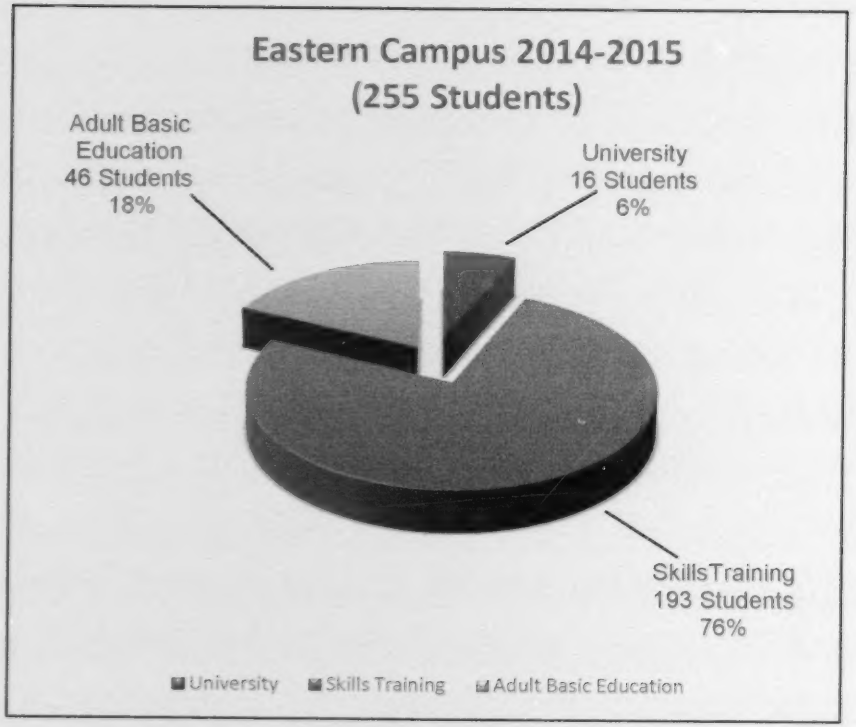
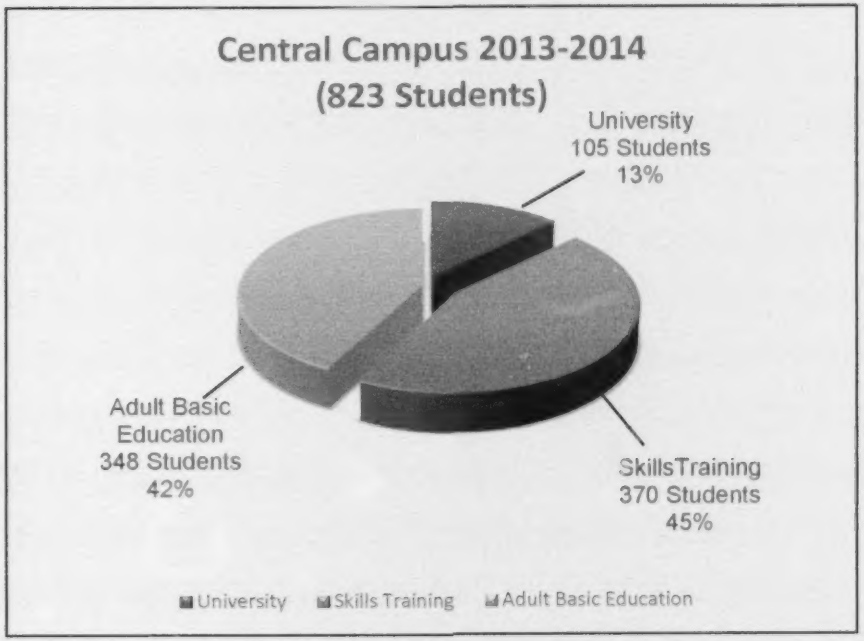


Table 4C
Enrolment by Program Groups for the Central Region

	Central Region	2013-2014 Student Enrolment					2014-2015 Student Enrolment				
		Programs	FT	PT	Casual	FLEs	Programs	FT	PT	Casual	FLEs
Skills Training	Institute Credit										
	Saskatchewan Polytechnic	10	43	30	0	66.71	8	63	12	0	60.66
	Other	2	13	0	0	22.00	3	21	15	0	34.75
	Apprenticeship and Trade	0	0	0	0	0.00	1	0	11	0	2.80
	Total Institute Credit	**12**	**56**	**30**	**0**	**88.71**	**12**	**84**	**38**	**0**	**98.21**
	Total Industry Credit	**12**	**10**	**101**	**44**	**17.36**	**8**	**0**	**51**	**2**	**19.99**
	Total Non-Credit	**9**	**105**	**0**	**1**	**76.88**	**8**	**12**	**84**	**36**	**20.85**
	Total Skills Training	**33**	**171**	**154**	**45**	**182.95**	**28**	**96**	**173**	**38**	**139.05**
Adult Basic Education	Adult Basic Education Credit										
	Academic GED	1	1	10	0	0.26	0	0	0	0	0.00
	Level 3 (Adult 10)	4	38	18	0	30.29	5	47	29	0	55.38
	Level 4 (Adult 12)	3	43	64	0	88.96	4	33	119	0	94.28
	Total Adult Basic Education Credit	**8**	**82**	**92**	**0**	**119.51**	**9**	**80**	**148**	**0**	**149.66**
	Adult Basic Education Non-Credit										
	Employability/Life Skills	3	29	18	0	22.06	2	13	11	0	14.67
	English Language Training	0	0	0	0	0.00	0	0	0	0	0.00
	General Academic Studies	3	16	17	0	18.23	2	2	21	0	37.13
	Literacy	4	0	94	0	21.02	3	0	157	0	11.86
	Total Adult Basic Education Non-Credit	**10**	**45**	**129**	**0**	**61.31**	**8**	**42**	**189**	**0**	**63.66**
	Total Adult Basic Education	**18**	**127**	**221**	**0**	**180.82**	**17**	**122**	**337**	**0**	**213.32**
	Total University	**1**	**56**	**49**	**0**	**60.22**	**8**	**85**	**48**	**0**	**82.71**
Total Enrolment		**52**	**354**	**424**	**45**	**423.99**	**53**	**303**	**558**	**38**	**435.08**

Refer to the glossary on page 67 for definitions of Student FT, PT, Casual and Full Load Equivalent (FLE)

Central Campus Enrolment Comparison



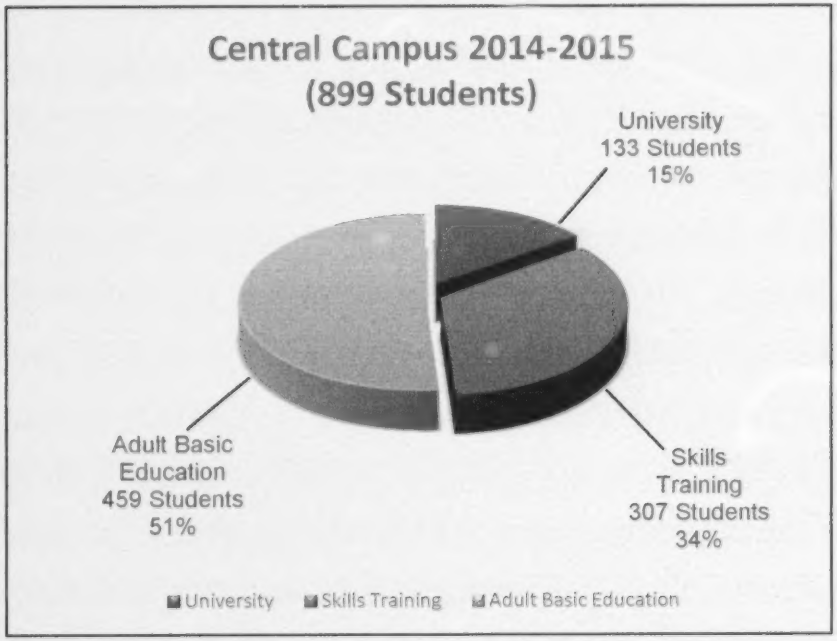


Table 4
Equity Participation Enrolments by Program Groups for Northlands College

Program Groups	Actuals 2013-2014												Actuals 2014-2015											
	Aboriginal			Visible Minority			Disability			Total Enrolment			Aboriginal			Visible Minority			Disability			Total Enrolment		
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training																								
Institute Credit																								
Saskatchewan Polytechnic	119	39	0	0	0	0	1	0	0	124	42	0	104	13	0	1	0	0	2	0	0	112	15	0
Other	10	21	0	0	0	0	0	0	0	13	21	0	81	15	16	1	0	0	0	0	0	88	15	19
Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	11	0	0	0	0	0	1	0	0	11	0
Total Institute Credit	**129**	**60**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**137**	**63**	**0**	**185**	**39**	**16**	**2**	**0**	**0**	**2**	**1**	**0**	**200**	**41**	**19**
Total Industry Credit	**10**	**175**	**62**	**0**	**0**	**0**	**0**	**0**	**0**	**10**	**182**	**67**	**0**	**175**	**9**	**0**	**0**	**0**	**0**	**4**	**0**	**0**	**179**	**17**
Total Non-Credit	**209**	**27**	**22**	**1**	**0**	**0**	**0**	**0**	**0**	**209**	**28**	**22**	**37**	**108**	**36**	**0**	**1**	**0**	**0**	**1**	**1**	**39**	**110**	**36**
Total Skills Training	**348**	**262**	**84**	**1**	**0**	**0**	**1**	**0**	**0**	**356**	**273**	**89**	**222**	**322**	**61**	**2**	**1**	**0**	**2**	**6**	**1**	**239**	**330**	**72**
Adult Basic Education																								
Adult Basic Education Credit																								
Academic GED	1	10	0	0	0	0	0	0	0	1	10	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	48	19	0	0	0	0	3	2	0	48	19	0	82	37	0	1	1	0	2	0	0	83	37	0
Level 4 (Adult 12)	76	60	0	0	0	0	2	1	0	80	65	0	67	113	0	3	2	0	0	4	0	67	123	0
Total Adult Basic Education Credit	**125**	**89**	**0**	**0**	**0**	**0**	**5**	**3**	**0**	**129**	**94**	**0**	**149**	**150**	**0**	**4**	**3**	**0**	**2**	**4**	**0**	**150**	**160**	**0**
Adult Basic Education Non-Credit																								
Employability/Life Skills	54	23	0	0	0	0	1	0	0	54	23	0	41	16	0	0	0	0	1	0	0	41	16	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	49	40	0	0	0	0	0	0	0	50	42	0	52	24	0	0	0	0	1	0	0	53	24	0
Literacy	16	60	0	0	2	0	0	1	0	16	94	0	0	110	0	0	3	0	0	2	0	0	166	0
Total Adult Basic Education Non-Credit	**119**	**123**	**0**	**0**	**2**	**0**	**1**	**1**	**0**	**120**	**159**	**0**	**93**	**150**	**0**	**0**	**3**	**0**	**2**	**2**	**0**	**94**	**206**	**0**
Total Adult Basic Education	**244**	**212**	**0**	**0**	**2**	**0**	**6**	**4**	**0**	**249**	**253**	**0**	**242**	**300**	**0**	**4**	**6**	**0**	**4**	**6**	**0**	**244**	**366**	**0**
Total University	**83**	**47**	**0**	**1**	**1**	**0**	**3**	**0**	**0**	**93**	**63**	**0**	**110**	**55**	**0**	**2**	**2**	**0**	**1**	**0**	**0**	**118**	**67**	**0**
Total Enrolment	**675**	**521**	**84**	**2**	**3**	**0**	**10**	**4**	**0**	**698**	**589**	**89**	**574**	**677**	**61**	**8**	**9**	**0**	**7**	**12**	**1**	**601**	**763**	**72**

Refer to glossary on page 67 for definitions of Student Full-Time (FT), Student Part-Time (PT) and Student Casual (Cas)

Table 5
Student Success by Program Groups for Northlands College

Program Groups	Actuals 2013-2014												Actuals 2014-2015											
	Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training			Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training		
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training																								
Institute Credit																								
Saskatchewan Polytechnic	32	18	0	59	14	0	24	12	0	8	13	0	12	13	0	72	1	0	9	0	0	1	0	0
Other	11	0	0	0	18	0	0	0	0	11	0	0	12	1	19	9	0	2	0	0	0	8	0	0
Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	0	0	0	0	0
Total Institute Credit	**43**	**18**	**0**	**59**	**32**	**0**	**24**	**12**	**0**	**19**	**13**	**0**	**24**	**14**	**19**	**90**	**1**	**2**	**9**	**0**	**0**	**9**	**0**	**0**
Total Industry Credit	**5**	**72**	**35**	**3**	**108**	**32**	**2**	**32**	**18**	**0**	**4**	**1**	**0**	**21**	**0**	**0**	**145**	**15**	**0**	**11**	**0**	**0**	**9**	**13**
Total Non-Credit	**116**	**12**	**22**	**17**	**6**	**0**	**10**	**2**	**4**	**27**	**1**	**0**	**26**	**101**	**36**	**0**	**0**	**0**	**1**	**0**	**9**	**4**	**21**	**4**
Total Skills Training	**164**	**102**	**57**	**79**	**146**	**32**	**36**	**46**	**22**	**46**	**18**	**1**	**50**	**136**	**55**	**90**	**146**	**17**	**10**	**11**	**9**	**13**	**30**	**17**
Adult Basic Education																								
Adult Basic Education Credit																								
Academic GED	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	18	0	0	22	0	0	2	0	0	22	0	0	32	0	0	0	0	2	0	39	0	47	0	39
Level 4 (Adult 12)	36	47	0	23	2	0	9	5	0	21	11	0	42	63	0	4	0	6	0	25	19	37	32	44
Total Adult Basic Education Credit	**55**	**47**	**0**	**45**	**2**	**0**	**11**	**5**	**0**	**43**	**11**	**0**	**74**	**63**	**0**	**4**	**0**	**8**	**0**	**64**	**19**	**84**	**32**	**83**
Adult Basic Education Non-Credit																								
Employability/Life Skills	43	5	0	0	0	0	3	0	0	16	5	0	28	0	0	0	0	2	0	9	0	15	0	9
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	33	8	0	0	0	0	3	0	0	12	1	0	36	0	0	0	0	4	0	18	0	26	0	0
Literacy	16	90	0	0	0	0	1	86	0	5	0	0	0	144	0	0	0	0	0	0	3	0	4	3
Total Adult Basic Education Non-Credit	**92**	**103**	**0**	**0**	**0**	**0**	**7**	**86**	**0**	**33**	**6**	**0**	**64**	**144**	**0**	**0**	**0**	**6**	**0**	**27**	**3**	**41**	**4**	**12**
Total Adult Basic Education	**147**	**150**	**0**	**45**	**2**	**0**	**18**	**91**	**0**	**76**	**17**	**0**	**138**	**207**	**0**	**4**	**0**	**14**	**0**	**91**	**22**	**125**	**36**	**95**
Total University	**89**	**40**	**0**	**0**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**95**	**44**	**0**	**11**	**5**	**0**	**16**	**0**	**0**	**0**	**0**	**0**
Total Enrolment	**400**	**292**	**57**	**124**	**153**	**32**	**54**	**137**	**22**	**122**	**35**	**1**	**283**	**387**	**55**	**105**	**151**	**31**	**10**	**102**	**31**	**138**	**66**	**112**

Refer to glossary on page 67 for definitions of Student Full-Time (FT), Student Part-Time (PT) and Student Casual (Cas)

Table 7
Equity Participation Completers and Graduates by Program Groups for Northlands College

Program Groups	Actuals 2013-14									Actuals 2014-2015								
	Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority			Disability		
	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
Skills Training																		
Institute Credit																		
Saskatchewan Polytechnic	158	48	68	0	0	0	1	1	0	117	21	68	1	0	1	2	1	0
Other	31	8	18	0	0	0	0	0	0	112	28	55	1	0	1	0	0	0
Apprenticeship and Trade	0	0	0	0	0	0	0	0	0	11	0	9	0	0	0	1	0	1
Total Institute Credit	**189**	**56**	**86**	**0**	**0**	**0**	**1**	**1**	**0**	**240**	**49**	**132**	**2**	**0**	**2**	**3**	**1**	**1**
Total Industry Credit	**247**	**112**	**131**	**0**	**0**	**0**	**0**	**0**	**0**	**184**	**21**	**149**	**0**	**0**	**0**	**4**	**0**	**3**
Total Skills Training Non-Credit	**258**	**149**	**23**	**1**	**0**	**0**	**0**	**0**	**0**	**181**	**159**	**0**	**1**	**1**	**0**	**2**	**2**	**0**
Total Skills Training	**694**	**317**	**240**	**1**	**0**	**0**	**1**	**1**	**0**	**605**	**229**	**281**	**3**	**1**	**2**	**9**	**3**	**4**
Adult Basic Education																		
Adult Basic Education Credit																		
Academic GED	11	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 3 (Adult 10)	67	18	22	0	0	0	5	1	0	119	32	23	2	1	0	2	1	0
Level 4 (Adult 12)	136	76	23	0	0	0	3	2	1	180	100	29	5	2	1	4	4	0
Total Adult Basic Education Credit	**214**	**95**	**45**	**0**	**0**	**0**	**8**	**3**	**1**	**299**	**132**	**52**	**7**	**3**	**1**	**6**	**5**	**0**
Adult Basic Education Non-Credit																		
Employability/Life Skills	77	48	0	0	0	0	1	1	0	57	28	0	0	0	0	1	1	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	89	39	0	0	0	0	0	0	0	76	36	0	0	0	0	1	0	0
Literacy	76	72	0	2	2	0	1	1	0	110	94	0	3	2	0	2	1	0
Total Adult Basic Education Non Credit	242	**159**	0	2	2	0	2	2	0	**243**	**158**	**0**	**3**	**2**	**0**	**4**	**2**	**0**
Total Adult Basic Education	**456**	**254**	**45**	**2**	**2**	**0**	**10**	**5**	**1**	**542**	**290**	**52**	**10**	**5**	**1**	**10**	**7**	**0**
Total University	**130**	**109**	**2**	**2**	**2**	**0**	**3**	**3**	**0**									
Total Enrolment	**1280**	**680**	**287**	**5**	**4**	**0**	**14**	**9**	**1**	**1147**	**519**	**333**	**13**	**6**	**3**	**19**	**10**	**4**

Human Resources

In 2014-2015 there were 13 FTE out-of-scope staff and 115.19 FTE in-scope staff.

Employment Equity Program

The Human Resources Department of Northlands College oversees the College's Employment Equity Plan, which is approved by the Saskatchewan Human Rights Commission, and helps to realize the application of internal policies to ensure equitable hiring practices and a healthy working and learning environment.

The Northlands College Employment Equity Program was implemented in 1995 with the primary objective of a representative workforce at the college. The program includes the following three primary goals designed to achieve the broader objective of a representative workforce.

- Maximize recruitment of individuals of Aboriginal Ancestry.
- Attain a 50% workforce demographic represented by the northern population in all classifications within an 8-10 year period.
- Attain a workforce that is 100% reflective of the northern demographics.

At the time of inception of the program in 1995, 28% of the college workforce consisted of staff of Aboriginal ancestry. The following tables provide an overview of recent activity and illustrate the degree of progress towards the preceding goals.

Table 9
Comparison of 2014-2015 Annual Staff Equity Statistics to 2013-2014 and 2012-2013.

	Total Staff	Aboriginal Ancestry		Disabled Persons		Women		Visible Minority	
		Staff	%	Staff	%	Staff	%	Staff	%
2014-2015	166	83	50	10	6.1	98	59.1	7	4.3
2013-2014	160	86	53.8	9	5.7	93	58.2	5	3.2
2012-2013	153	81	53.0	9	5.9	96	62.8	7	4.6

Table 10
2014-2015 New Hires by Equity Group

	Total Staff	Aboriginal Ancestry		Non-Aboriginal		Visible Minority		Disabled Persons	
		Staff	%	Staff	%	Staff	%	Staff	%
Male	14	5	35.8	8	57.2	1	7.2	3	21.5
Female	11	3	27.3	7	63.7	1	9.1	0	0.0
Total	25	8	32.0	15	60.0	2	8.0	3	12.0

College Staff

Head Office

Greschner, Kelvin (Toby)	President and CEO
Brown, Cheryl	Human Resources Advisor
Brown, Ken	Facilities Manager
Collins, Linda	Accounting Manager
Durocher, Colleen	Associate Director, Mine School
Gordon, Erin	Human Resources Advisor
Gordon, Erin	Manager, Human Resources
Goulet, Ordean	Director of Technical and Trades Programming
Kyplain, Jennifer	Executive Assistant
Singh, Anamika	Human Resources Manager
Wilson, Jason	Information Technology Manager
Young, Shelley	Director of Finance and Operations
Ballentyne, Paul	Senior Program Coordinator
Cardiff, Erik	Facilities Assistant
Carlson, Donna	Administrative Assistant
Charles, Beverly	Accounting Clerk
Charles, Charlene	Payroll Clerk
Charles, Elizabeth	Program Assistant
Chester, Jamie	Marketing and Public Relations Coordinator
Corrigal, Roland	Website and Marketing Associate
Georges, Sky	Facilities Assistant
Halkett, Stuart	Accounting Clerk
Haugen, Brett	Job Coach
Hennie, Emily	Administrative Assistant
Hoeft, Joanne	Registrar
Jeffries, Cheryl	Human Resources Assistant
Johnson, Ray	Information Technology Assistant
McKenzie, Angie	Associate Registrar
McKenzie, Dawn	Accounting Clerk
Poitras, Carson	Senior Program Coordinator
Putz, Trevor	Accounting Technician
Robinson, Tyson	Program Management Clerk
Sanderson, Luanne	Administrative Assistant
Sanderson, Sophie	Accounting Clerk
Sanderson, Sophie	Payroll Clerk
Stockdale, Aaron	Information Technology Assistant
Thomas, William	Senior Program Coordinator

Central Campus and Area

Daigneault, Joe	Director of Campus, Student Services & Community Relations
Hardcastle, Karla	Manager of University Programming
Penney, Guy	Director of Academic Programming
Ballantyne, Marlina	Family Literacy Instructor
Beatty, Lulua	Bridging to Adult 10/12 Instructor

Bell, Brandi	Distance Education Instructor Aide
Bell, Brandi	Student Advisor
Bell, Lena	Program Assistant
Berg, Waldo	Bridging to Adult 10/12 Instructor
Best, Christopher	HEO Simulator Training Instructor
Bosiak, Charlene	Early Childhood Education Instructor
Boyle, Damian	Workplace Education Instructor
Clinton-Cardin, Barbara	Campus Clerk 3
Commanda, Valerie	Lab Assistant
Duffy, Sharon	Adult 12 Instructor
Dyck, Peggy	Adult 12 Instructor
Finlayson, Barbara	Program Assistant
Fremont, Beatrice	Senior Program Coordinator
Giesbrecht, Christopher	IT Technician
Giesbrecht, Christopher	Junior Systems Administrator
Glazebrook, Don	Residential Renovation/Construction Instructor
Gruchy, David	Distance Education Instructor Aide
Gruchy, David	Adult 10 Instructor
Hamm, Eric	Technical Math Instructor
Hanson, Kelly Wendy	Essential Skills Resource Trainer/Instructor
Harrington, Kandice	Adult 12 Instructor
Hendry, Jennifer	Distance Education Instructor Aide
Haydukewich, Kelly	Online High School Instructor
Hill, Elizabeth	Online Instructor/Curriculum Developer
Karlewicz, Vince	Mining Engineering Instructor
Klassen, Ellen	Degree Nursing Instructor
Kim, Katherine	Adult 10 Instructor
Krahn, Richard	Distance Education Instructor Aide
Kyplain, Elizabeth	Practical Nursing Instructor
Lafleur, Lazar	ABE Level 3 Instructor
Lancaster, John	Workplace Education Instructor
Lanke, Uday	Radiation Envir. Monitoring Tech. Instructor
Layton, Alicia	Adult 12 Instructor
Lazurko, Madelaine	Mining Instructor
Lockstein, Richard	Mining Engineering Instructor
Lowenberg, Rita	Access Centre Facilitator/Workplace Essential Skills Instructor
MacMillan, Darcy	Building Attendant
Maggrah, Bobbi	Student Advisor
Maggrah, Bobbi	Registrar
Mayer-Halkett, Jennifer	Program Clerk
McDougald, Chandra	Senior Program Coordinator
McKenzie, Bruce	Adult 10 Instructor
McKenzie, John	Multi-Trades Preparation Instructor
Mirasty, Nancy	Employability Assessment Instructor
Morvik, Kory	Counselor
Nagy, Laura	Distance Education Instructor Aide
Ngassa, Charles	Bridging to Adult 10/12 Instructor
Paetkau, Steven	Carpentry Applied Certificate Instructor
Plunz, Angela	Distance Education Instructor Aide
Poitras, Regina	Student Advisor
Pugsley, Amy	Family Literacy Instructor
Rana, Kambiz	Mining Engineering Instructor

Ratt, Daryl	Continuing Care Assistant Instructor
Roberts, Leonard	Electrical Instructor
Senga, Janelle	Campus Manager
Sewap, Maggie	Administrative Assistant
Simpson, Diane	Adult Essential Skills Levels 1 & 2 Instructor
Sweet, Carol	Special Education/Essential Skills Instructor
Tingley, Samantha	Program Assistant
Wolverine, Jocelyn	Administrative Assistant

Creighton Campus and Area

Beck, Harold	Residential Renovation and Construction Instructor
Deans, Georgette	Residence Custodian
Eastman, Cheryl	Campus Clerk 4
Erickson, John	Women in Trades Instructor
Gabriel, Marnie	Adult 10 Instructor
Grant-Bloxom, Patty	Student Advisor
Harris, Sylvia	Student Advisor
Iwasyk, Marilyn	University Instructor
Jobes, Heather	Building Attendant
Lentowicz, Jan	Campus Manager
Markham, June	Residence Custodian
McDermott, Ethel	Residence Custodian
McDermott, Marlene	Counselor
McKenzie, Patrick	Adult 10 Instructor
Moran, Douglas	Residential Renovation/Construction Instructor
Morissette, Penny	Campus Clerk 3
Murphy, Mathew	Welding Certificate Instructor
Nowlin, Dawn	Continuing Care Instructor
Strueby, Luke	Certified Workforce Education Instructor
Vandall, Jocelyn	Adult 12 Instructor

Buffalo Narrows Campus and Area

Bartley, Denise	Program Assistant
Blais, Patrick	Degree Nursing Instructor
Brizinski, Morris	Adult 12 Instructor
Brizinski, Morris	Developmental Studies Phase 2 Instructor
Bussey, Valance	Heavy Equipment Truck & Transport Instructor
Chartier, Annie	Cook
Daigneault, Frank	Security Guard
Desjarlais, Rose	Housekeeper
Iron, Dwayne	Food Services Instructor
Iron, Dwayne	Short Order Cook Applied Certificate Instructor
Kent, Kevin	Carpentry Instructor
Khalil, Amro	Distance Education Instructor Aide
Kuypers, Miriam	Distance Education Instructor Aide
Lariviere, Linda	Educational Assistant Instructor
Lavoie, Nikki	Senior Program Coordinator
Lemaigre, Keith	Developmental Studies Phase 2 Instructor
MacLeod, Jason	Access Centre Facilitator/Workplace Essential Skills Instructor

Mathieson, Beverly	Practical Nursing Instructor
McCallum, Howard	Security Guard
McCallum, Rita	Developmental Studies Phase 1 Instructor
McCallum, Rita	Pre-Developmental Studies A Instructor
McLeod, Lisa	Campus Manager
Moffat, Heather	Adult 12 Instructor
Morin, Allen	Distance Education Instructor Aide
Pedersen, Germaine	Campus Clerk 4
Pedersen, Janelle	Campus Clerk 4
Pedersen, Lisa	Student Advisor
Pedersen, Louise	Counselor
Philips, Doug	Welding Certificate Instructor
Rawal, Indermohan	Health Career Access Instructor
Richardson, Rose	Bridging to Adult 10/12 Instructor
Roy, Doreen	Student Advisor
Thompson, Robert	Senior Program Coordinator
Wood, Grant	Adult 10 Instructor

Comparison of Stated Financial Objectives and Performance

The fiscal year ending June 30, 2015 was a year of preparation for significant growth and enhancements at Northlands College. The College implemented some solutions to ongoing issues encountered by its students and prepared to build the addition to the existing Mine School and the New Mine School Building in the summer of 2015. Also, the Ministry of Advanced Education provided funding in response to concerns with insufficient electrical availability and an out-dated fire panel at the College's largest program centre in 2014/15. Northlands College invested in upgrading Information Technology (IT) software and equipment required to implement its new and improved Disaster Recovery Plan. The College's investment in IT, coupled with the increase to the bandwidth made available to College facilities in June 2015 by the Ministry of Advanced Education, worked well and proved timely for disaster recovery during the mandatory evacuation of Head Office and surrounding communities in July 2015.

The most significant financial variance in 2014/15 results from not receiving the capital grants from Western Economic Development (WD) and the International Mineral and Innovation Institute (IMII) intended for constructing the New Mine School Building in the 2014/15 fiscal year. This variance represents an approximately $1.2m, one-year delay in funding. The Ministry of Advanced Education directed Northlands College to delay construction of the addition to the existing Mine School and the new Mine School Building in favour of preparing a larger campus plan with those buildings included for its Air Ronge Campus location. The submission of the Campus Plan for the Air Ronge Campus (River Campus) was later declined for additional funding by the Ministry and Northlands College was approved to proceed with construction, as previously planned.

Although not receiving capital funding in 2014/15 explains most of the 9% reduction of actual from budgeted revenue, over-all expenses were only 1% less than the budgeted amount. The most significant variance within expenses was that only 51% of budgeted was expended on Skill programs. This variance was primarily offset by the higher-than-budgeted expenditures at 37% and 15% in Adult Basic Education and University programs respectively. It is not unusual for actual programs to vary in costs from year-to-year for a variety of reasons, such as: changes in labour market demands and cancellation of programs due to difficulties with instructor recruitment.

Another significant variance appears as an increase to both revenues and expenditures in Learner Supports. Although our students are geographically spread out among La Ronge, Air Ronge, and the surrounding Reserves, there is an absence of affordable public transportation in the College's central region. This issue is one of the three main barriers to attending educational programs expressed by students and potential students

in the area. Northlands College responded to this issue by signing a three-year contract for bus services with a local and professional company specialized in transportation services for local schools. The contract includes the exclusive use of two buses driving southern and northern routes each day throughout the busiest months of the year. The contract costs are offset by the corresponding revenue from charging programs in central region on a cost-per-training day basis. This venture has proven a worthwhile investment for Northlands College and many of its students.

The Board of Directors sets the direction for Northlands College and monitors its performance. The Board is provided with financial reports at each of its meetings and management is provided with monthly variance reports in order to monitor progress and respond quickly when changes to operations and programming are necessary.

	Budget	Actual	Variance
Revenue:			
General	8,280,679	**9,773,459**	1,492,780
Skills Credit	5,810,148	**4,649,241**	(1,160,907)
Skills Non-Credit	842,484	**801,687**	(40,797)
Basic Education Credit	1,961,209	**1,922,494**	(38,715)
Basic Education Non-Credit	1,016,041	**1,065,639**	49,598
University	1,792,245	**2,159,309**	367,064
Learner Support	120,000	**203,560**	83,560
Counseling Services	-	-	-
Scholarships	43,929	**35,296**	(8,633)
Development	2,261,000	-	(2,261,000)
Student Housing	597,919	**166,005**	(431,914)
Total Revenue	**$ 22,725,654**	**$ 20,776,690**	**$ (1,948,964)**
Expenses:			
General	7,594,845	**7,995,297**	400,452
Skill Credit	4,824,038	**4,579,890**	(244,148)
Skills Non-Credit	1,727,357	**928,817**	(798,540)
Basic Education Credit	1,788,306	**1,918,294**	129,988
Basic Education Non-Credit	904,250	**1,172,169**	267,919
University	1,792,245	**2,054,304**	262,059
Learner Support	132,800	**254,899**	122,099
Counseling Services	890,066	**676,775**	(213,291)
Scholarships	75,000	**83,584**	8,584
Development	116,700	-	(116,700)
Student Housing	1,017,580	**919,825**	(97,755)
Total Expenses	**$ 20,863,187**	**$ 20,583,854**	**$ (279,333)**
(Deficiency) of Revenues over Expenses	**$ 1,862,467**	**$ 192,836**	**$ (1,669,631)**

Use of Internally Restricted Appropriated Surplus in College Operations

The fiscal year ending June 30, 2014 was a year of improvement and expansion, particularly in mining programs. A portion of the Accumulated surplus for the College is internally appropriated as a result of motions made by the Board for Northlands College. In addition to $2.5m capital funding from the Federal Government through the Ministry of Western Economic Diversification and the $200,000 granted by the Provincial Government through the Ministry of Advanced Education, the Board committed approximately $1m of its resources toward those goals.

The improvements and expansion at Northlands College in 2013/14 resulted in a net decrease to its Internally Appropriated Surplus $406,238 with $599,147 remaining for commitment in 2014/15.

The College maintains five specific appropriations within its internally appropriated surplus:

1. The **Capital Purchase Appropriation** is to be used for the purchase of anything defined as capital in the Regional Colleges Accounting and Reporting Manual. The Board appropriated $200,000 from its unappropriated surplus to purchase land directly beside its Mine School for potential expansion in the future. The beginning balance in this appropriation was $45,524 at July 1, 2013. The land was purchased in 2013/14 for slightly more than $142,500 leaving a balance of $103,024 in this internal appropriation without specific future commitments at June 30, 2014.

2. The **Building Capital Appropriation** exists for the potential purchase of buildings. There are two major building projects that require capital investment in the near future at Northlands College. One project in progress is to implement the plan for construction of a new Mine School at its campus in Air Ronge within the next fiscal year. The second project involves the potential for a PPP or feasibility study for a La Ronge Student Residence to take place within the next two years.

   This appropriation was used over the past two years for renovating a shop building into usable classrooms to improve and expand the learning environment for students of mine and mine-related programs. The beginning balance in the Building Capital Appropriation at July 1, 2013 was $618,656. Of that, $76,377 was spent in addition to what was spent in 2012/13 to toward the renovation project. Of the balance remaining at June 30, 2014, $542,279; $300,000 remains committed to investment in an addition to the Mine School, and $67,278.82 will be spent to complete outstanding renovations and site preparation.

3. The **Building/Equipment Maintenance Appropriation** is for building and equipment maintenance beyond the operational repair and maintenance budgets. Northlands College acquired two buildings in addition to its existing 5 college-owned buildings in 2013/14. This appropriation is necessary as many of the buildings and furnishings at Northlands College were aged. There was investment in upgrading some furnishings in 2013/14 as the Board approved a commitment of $300,000 toward necessary critical needs and furnishing requirements during the College's reorganization. The beginning balance in this appropriation was $595,027 and $76,632.25 was spent for reorganization costs leaving a balance of $518,394.54 at June 30, 2014. Commitments in the amount of $8,500 and $223,367.75 remain outstanding for insulating around the foundation at the Creighton Program Centre and for reorganization costs respectively.

4. The **Information Technology Appropriation** is for the purchase of computer and networking equipment to benefit program quality and administrative functions at Northlands College. Only $10,729 was spent from this appropriation that had a beginning balance of $201,859 at July 1, 2013. The balance remaining in this appropriation at June 30, 2014 is $191,130. Although investments in the hardware and software infrastructure required to execute critical aspects of the Disaster Recovery Plan were delayed due to a lack of bandwidth; the Ministry of Advanced Education announced that it will increase bandwidth at Northlands College in the near future, making it possible to invest in the Disaster Recovery Plan.

5. The **Training and Education Appropriation** is intended to offset the costs for programming in areas where other program funds are not available or where there is a great demand for a particular type of programming. In 2013/14 the Board for Northlands College unappropriated a significant portion of this appropriation recognizing growth, improvement and expansion generally across the College. The beginning balance at July 1, 2013 was $319,659, reduced by un-appropriating $300,000 to a balance at June 30, 2014 of $19,659

Northlands College

Financial Statements

Year ended June 30, 2015

NORTHLANDS COLLEGE

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October 1, 2015

Honorable Scott Moe
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Drive
REGINA, SK S4S 0B3

Dear Minister Moe:

On behalf of the board of directors of Northlands College and in accordance with the provisions of *The Reginal Colleges Act*, I am pleased to submit the audited financial statements of Northlands College for the fiscal year ended June 30, 2015.

Respectfully submitted,

Shelley Young BComm, CPA, CGA
Director of Finance and Operations
Northlands College

C Natalie Shorten, Director Technical and Trades Branch
David Langen, Finance

Management's Responsibility

To the Board of Directors of Northlands College:

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the College. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for the appointment of the College's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

September 25, 2015

Kelvin Greschner
Chief Executive Officer

Shelley Young
Director of Finance and Operations

Independent Auditors' Report

To the Board of Directors of Northlands College:

We have audited the accompanying consolidated financial statements of Northlands College, which comprise the consolidated statement of financial position as at June 30, 2015 and the consolidated statements of operations and accumulated surplus, changes in net financial assets, cash flows and supporting schedules for the year ended June 30, 2015, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Northlands College as at June 30, 2015 and the results of its operations, changes in net financial assets and its cash flows for the year ended June 30, 2015 in accordance with Canadian public sector accounting standards.

MNP LLP

September 25, 2015

Prince Albert, Saskatchewan

Chartered Professional Accountants

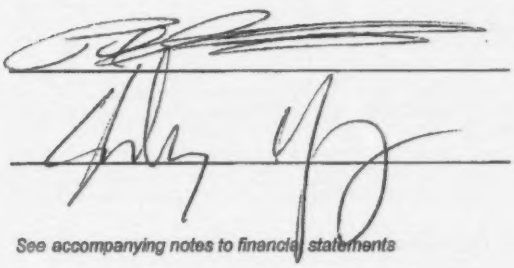
MNP

Statement 1

Northlands College
Consolidated Statement of Financial Position
as at June 30, 2015

	June 30 2015	June 30 2014
Financial Assets		
Cash and cash equivalents *(Note 3)*	$ 5,969,444	$ 7,471,574
Accounts receivable *(Note 4)*	1,351,977	1,823,404
Total Financial Assets	7,321,421	9,294,978
Liabilities		
Accrued salaries and benefits *(Note 6)*	851,315	737,415
Accounts payable and accrued liabilities *(Note 7)*	1,625,027	3,047,868
Deferred revenue *(Note 8)*	317,706	368,196
Liability for employee future benefits *(Note 9)*	282,700	262,900
Long-term debt *(Note 10)*	333,739	243,035
Total Financial Liabilities	3,210,487	4,659,414
Net Financial Assets	4,110,934	4,635,564
Non-Financial Assets		
Tangible capital assets *(Note 11)*	3,912,079	3,452,140
Inventory of supplies for consumption	103,635	94,733
Prepaid expenses *(Note 12)*	281,896	97,453
Total Non-Financial Assets	4,297,610	3,644,326
Accumulated Surplus	$ 8,408,544	$ 8,279,890
Accumulated Surplus is comprised of:		
Accumulated surplus from operations	$ 8,408,544	$ 8,279,890
Total Accumulated Surplus	$ 8,408,544	$ 8,279,890

On Behalf of the Board:



Director

Director/CFO

See accompanying notes to financial statements

Statement 2

Northlands College
Consolidated Statement of Operations and Accumulated Surplus
for the year ended June 30, 2015

	2014/15 Budget *(Note 15)*	2014/15 Actual	2013/14 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	$ 13,242,458	$ 13,575,417	$ 14,647,553
Other	120,000	989,262	1,036,550
Federal government			
Grants	1,000,000	266,326	851,761
Other revenue			
Administrative recoveries	482,900	226,279	412,266
Contracts	5,206,401	2,371,777	2,557,025
Interest	81,929	67,554	76,336
Rents	133,000	171,905	176,199
Resale items	300,000	360,322	262,914
Tuitions	980,055	1,121,149	867,884
Donations	20,000	32,482	22,911
Other	1,158,911	1,594,217	957,967
Total revenues	22,725,654	20,776,690	21,869,366
Expenses (Schedule 3)			
General	7,594,845	7,995,297	7,851,071
Skills training	6,551,395	5,508,707	5,675,679
Basic education	2,692,556	3,090,463	2,800,766
University	1,792,245	2,054,304	1,639,805
Services	1,022,868	995,856	1,038,912
Scholarships	75,000	83,584	121,864
Development	116,700	-	-
Student housing	1,017,580	919,825	1,112,436
Total expenses	20,863,187	20,648,036	20,040,333
Surplus for the Year from Operations	1,862,467	128,654	1,829,033
Accumulated Surplus, Beginning of Year	8,279,890	8,279,890	6,450,857
Accumulated Surplus, End of Year	$ 10,142,357	$ 8,408,544	$ 8,279,890

See accompanying notes to financial statements

Statement 3

Northlands College
Consolidated Statement of Changes in Net Financial Assets (Net Debt)
as at June 30, 2015

	2014/15 Budget *(Note 15)*	2014/15 Actual	2013/14 Actual
Net Financial Assets, Beginning of Year	$ 4,635,564	$ 4,635,564	$ 3,528,390
Surplus for the Year from Operations	1,862,467	128,654	1,829,033
Acquisition of tangible capital assets	(2,745,794)	(816,053)	(1,311,358)
Amortization of tangible capital assets	667,359	781,107	623,142
Contributed tangible capital assets	-	(425,000)	-
Acquisition of inventory of supplies for consumption	-	(103,628)	(94,733)
Acquisition of prepaid expenses	(80,599)	(281,896)	(97,453)
Consumption of supplies inventory	-	94,733	65,912
Use of prepaid expenses	92,631	97,453	92,631
Change in Net Financial Assets (Net Debt)	16,064	(524,630)	1,107,174
Net Financial Assets, End of Year	$ 4,651,628	$ 4,110,934	$ 4,635,564

See accompanying notes to financial statements

Statement 4

Northlands College
Consolidated Statement of Cash Flows
for the year ended June 30, 2015

	2014/15	2013/14
Operating Activities		
Surplus for the year from operations	$ 128,654	$ 1,829,033
Non-cash items included in surplus		
Amortization of tangible capital assets	781,107	623,142
Contributed tangible capital assets	(425,000)	-
Changes in non-cash working capital		
Decrease (increase) in accounts receivable	471,427	(777,198)
(Decrease) increase in accrued salaries and benefits	(86,100)	15,928
(Decrease) increase in accounts payable and accrued liabilities	(1,422,841)	1,458,131
(Decrease) in deferred revenue	(50,489)	(192,219)
Increase in employee future benefits	19,800	17,100
(Increase) in inventory of supplies for consumption	(8,895)	(28,820)
(Increase) in prepaid expenses	(184,443)	(4,822)
Cash (Used) Provided by Operating Activities	(776,780)	2,940,275
Capital Activities		
Cash used to acquire tangible capital assets	(816,053)	(1,311,358)
Cash Used by Capital Activities	(816,053)	(1,311,358)
Financing Activities		
Proceeds from issuance of long-term debt	154,158	-
Repayment of long-term debt	(63,454)	(54,791)
Cash Provided (Used) by Financing Activities	90,704	(54,791)
(Decrease) Increase in Cash and Cash equivalents	(1,502,130)	1,574,126
Cash and Cash Equivalents, Beginning of Year	7,471,574	5,897,448
Cash and Cash Equivalents, End of Year	$ 5,969,444	$ 7,471,574
Represented on the Financial Statements as:		
Cash and cash equivalents	$ 5,969,444	$ 7,471,574
Cash and Cash Equivalents, End of Year	$ 5,969,444	$ 7,471,574

See accompanying notes to financial statements

Schedule 1

Northlands College
Consolidated Schedule of Revenues and Expenses by Function
for the year ended June 30, 2015

	2014/15 Revenues and Expenses											**2014/15**	2014/15	2013/14
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit				**Actual**	Budget	Actual
Revenues (Schedule 2)														
Provincial government	$ 7,625,591	$ 3,260,743	$ 468,943	$ 1,632,022	$ 950,255	$ (5,000)	$ -	$ 712,441	$ -	$ -	$ -	$ 14,644,995	$ 13,362,458	$ 15,684,103
Federal government	286,326	-	-	-	-	-	-	-	-	-	-	286,326	1,000,000	851,761
Other	1,961,853	1,388,498	332,744	290,472	115,384	208,560	-	1,446,868	35,296	-	166,005	5,945,680	8,363,196	5,333,502
Total Revenues	9,853,770	4,649,241	801,687	1,922,494	1,065,639	203,560	-	2,159,309	35,296	-	166,005	20,857,001	22,725,654	21,869,366
Expenses (Schedule 3)														
Agency contracts	218,208	1,784,130	397,789	226,095	185,939	-	1	658,549	-	-	134,980	3,583,560	3,539,024	3,425,447
Amortization	724,360	-	-	-	-	-	-	-	-	-	56,747	781,107	867,359	823,142
Equipment	271,350	70,444	33,752	47,068	5,521	172,305	20,896	20,933	-	-	2,135	644,404	823,455	494,381
Facilities	775,782	144,811	40,901	151,885	51,805	-	-	87,422	-	-	349,433	1,602,819	1,677,702	1,599,643
Information technology	244,575	73,213	9,885	56,919	34,809	-	-	17,886	-	-	-	436,181	254,315	490,884
Operating	1,310,718	843,641	272,911	188,466	87,437	2,017	43,285	300,870	83,584	-	55,709	3,188,838	2,728,312	3,070,545
Personal services	4,451,224	1,683,651	174,580	1,247,864	827,081	80,577	676,775	968,644	-	-	319,961	10,401,357	11,173,018	10,336,282
Total Expenses	7,995,297	4,579,890	928,817	1,918,294	1,172,169	254,899	740,957	2,054,304	83,584	-	919,825	20,648,036	20,863,185	20,040,334
Surplus (Deficit) for the year	$ 1,858,473	$ 69,351	$ (127,130)	$ 4,200	$ (106,530)	$ (51,339)	$ (740,957)	$ 105,005	$ (48,288)	$ -	$ (753,820)	$ 208,965	$ 1,862,468	$ 1,829,032

See accompanying notes to financial statements

Schedule 2

Northlands College
Consolidated Schedule of Revenues by Function
for the year ended June 30, 2015

	2014/15											2014/15	2014/15	2013/14
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing	Total Revenues Actual	Total Revenues Budget	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit						
Provincial Government														
Advanced Education/ Economy														
Operating grants	$ 6,212,361	$ -	$ -	$ -	$ -	$ -	$ -	$ 302,919	$ -	$ -	$ -	$ 6,515,300	$ 6,497,800	$ 6,402,800
Program grants	8,319	3,142,039	468,943	1,622,022	754,480	-	-	215,034	-	-	-	6,210,837	6,143,671	7,732,847
Capital grants	242,000	-	-	-	-	-	-	-	-	-	-	242,000	-	20,000
	6,462,700	3,142,039	468,943	1,622,022	754,480	-	-	517,953	-	-	-	12,968,137	12,641,471	14,155,647
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	269,474
Other	607,280	-	-	-	-	-	-	-	-	-	-	607,280	600,987	222,432
	7,069,980	3,142,039	468,943	1,622,022	754,480	-	-	517,953	-	-	-	13,575,417	13,242,458	14,647,553
Other provincial	555,611	118,704	-	10,000	195,775	(5,000)	-	194,488	-	-	-	1,069,578	120,000	1,036,550
Total Provincial	7,625,591	3,260,743	468,943	1,632,022	950,255	(5,000)	-	712,441	-	-	-	14,644,995	13,362,458	15,684,103
Federal Government														
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital grants	266,326	-	-	-	-	-	-	-	-	-	-	266,326	1,000,000	851,761
	266,326	-	-	-	-	-	-	-	-	-	-	266,326	1,000,000	851,761
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	266,326	-	-	-	-	-	-	-	-	-	-	266,326	1,000,000	851,761
Other Revenue														
Admin recovery	195,829	-	-	-	-	-	-	30,450	-	-	-	226,279	482,900	412,266
Contracts	567,986	766,377	332,269	278,974	101,520	11,452	-	313,179	-	-	-	2,371,777	5,206,401	2,557,025
Interest	64,740	-	-	-	-	-	-	-	2,814	-	-	67,554	81,929	76,336
Rents	-	9,864	-	4,390	2,453	-	-	-	-	-	155,198	171,905	133,000	176,199
Resale items	50,505	141,023	-	7,108	11,411	458	-	149,817	-	-	-	360,322	300,000	262,914
Tuitions	(3,390)	466,075	-	-	-	-	-	658,464	-	-	-	1,121,149	980,055	867,884
Donations	-	-	-	-	-	-	-	-	32,482	-	-	32,482	20,000	22,911
Other	1,086,183	5,159	455	-	-	196,650	-	294,956	-	-	10,807	1,594,212	1,158,911	957,967
Total Other	1,961,853	1,388,498	332,744	290,472	115,384	208,560	-	1,446,866	35,296	-	166,005	5,945,680	8,363,196	5,333,502
Total Revenues	$ 9,853,770	$ 4,649,241	$ 801,687	$ 1,922,494	$ 1,065,639	$ 203,560	$ -	$ 2,159,309	$ 35,296	$ -	$ 166,005	$ 20,857,001	$ 22,725,654	$ 21,869,366

See accompanying notes to financial statements

Schedule 3

Northlands College
Consolidated Schedule of Expenses by Function
for the year ended June 30, 2015

	2014/15 Expenses											2014/15	2014/15	2013/14
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit						
Agency Contracts														
Contracts	$ 216,208	$ 1,784,130	$ 397,788	$ 226,095	$ 165,939	$ -	$ 1	$ 858,549	$ -	$ -	$ 134,850	$ 3,583,560	$ 3,539,024	$ 3,425,447
Instructors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	216,208	1,784,130	397,788	226,095	165,939	-	1	858,549	-	-	134,850	3,583,560	3,539,024	3,425,447
Amortization	724,360	-	-	-	-	-	-	-	-	-	56,747	781,107	867,369	823,142
Equipment														
Equipment (non-capital)	59,793	12,100	28,591	6,252	1,956	-	481	5,153	-	-	(42)	114,284	158,900	143,166
Rental	201,934	55,483	4,597	40,716	3,285	172,305	20,415	15,780	-	-	267	514,762	435,206	342,017
Repairs and maint.	9,623	2,861	564	100	300	-	-	-	-	-	1,910	15,358	29,349	9,198
	271,350	70,444	33,752	47,068	5,521	172,305	20,896	20,933	-	-	2,135	644,404	623,455	494,381
Facilities														
Building supplies	39,028	1,312	-	-	-	-	-	-	-	-	7,458	47,798	26,650	45,690
Grounds	48,985	640	19,751	-	-	-	-	-	-	-	953	70,329	40,820	41,316
Janitorial	142,705	159	-	180	57	-	-	950	-	-	1,549	145,580	158,800	122,685
Rental	281,748	134,250	20,919	151,642	50,471	-	-	86,472	-	-	264,000	969,502	951,696	854,373
Repairs & maint. bldgs	144,848	380	231	-	-	-	-	-	-	-	40,586	186,055	147,278	242,519
Utilities	139,448	8,060	-	83	1,077	-	-	-	-	-	34,887	183,555	352,458	293,060
	776,762	144,811	40,901	151,885	51,605	-	-	87,422	-	-	349,433	1,602,819	1,677,702	1,599,643
Information Technology														
Computer services	44,866	-	-	483	-	-	-	-	-	-	-	45,149	33,620	18,127
Data communications	12,443	-	-	-	-	-	-	-	-	-	-	12,443	41,440	15,640
Equipment (non-capital)	82,979	19,673	-	-	-	-	-	-	-	-	-	102,652	3,000	130,387
Materials & supplies	49,551	-	-	-	-	-	-	-	-	-	-	49,551	10,000	19,011
Rental	2,491	29,774	5,555	34,510	24,490	-	-	17,886	-	-	-	114,706	86,035	156,060
Repairs & maint. bldgs	5,437	-	-	-	-	-	-	-	-	-	-	5,437	1,000	1,498
Software (non-capital)	47,108	23,766	3,330	21,923	10,116	-	-	-	-	-	-	106,243	79,220	150,141
	244,875	73,213	8,885	56,916	34,606	-	-	17,886	-	-	-	436,181	254,315	490,864
Operating														
Advertising	51,218	48,366	9,456	6,920	3,180	-	599	642	-	-	-	120,381	146,573	158,808
Association fees & dues	41,343	1,374	-	-	170	-	-	-	-	-	-	42,887	42,822	43,797
Bad debts	15,948	1,700	-	-	-	-	-	-	-	-	-	17,648	22,000	37,640
Financial services	16,350	-	-	-	-	-	-	-	-	-	-	16,350	14,448	15,577
In-service (includes PD)	96,975	19,001	1,173	15,702	10,236	-	10,074	14,014	-	-	3,163	170,338	245,255	148,966
Insurance	107,313	1,187	831	803	518	-	-	-	-	-	3,901	114,353	122,755	95,660
Materials & supplies	51,943	371,400	190,497	60,415	14,998	-	6,630	6,755	-	-	50,649	753,287	481,154	667,349
Postage, freight/courier	24,575	12,919	1,016	1,251	1,016	-	32	1,184	-	-	3,868	45,861	38,850	52,657
Printing & copying	35,222	10,913	127	24,207	2,564	-	4,274	14,626	-	-	-	91,933	77,615	98,402
Professional services	263,694	-	-	-	-	-	-	-	-	-	1,380	265,074	102,944	163,454
Resale items	40,172	99,712	-	7,213	11,532	-	-	163,932	-	-	-	322,561	270,435	226,055
Subscriptions	3,460	2,155	-	289	197	-	86	45	-	-	127	6,361	12,789	8,786
Telephone & fax	122,157	13,348	1,732	4,710	1,655	-	-	3,621	-	-	-	147,223	172,623	173,741
Travel	285,460	235,949	57,929	60,581	39,497	2,017	18,435	92,195	-	-	2,621	794,684	800,453	889,957
Other	154,888	25,817	10,150	6,575	1,874	-	3,153	3,856	83,584	-	-	289,697	177,596	269,686
	1,310,718	843,641	272,911	188,466	87,437	2,017	43,285	300,870	83,584	-	65,709	3,198,638	2,728,312	3,070,545
Personal Services														
Salaries	3,717,806	1,314,221	107,164	1,046,297	742,317	66,471	567,296	735,532	-	-	229,379	8,526,483	9,350,922	8,415,390
Other	37,586	120,891	46,995	77,707	11,705	14,106	87	33,585	-	-	29,981	372,643	183,249	367,561
Student Training Allowance	-	-	-	-	-	-	-	50,400	-	-	-	50,400	-	36,190
Honoraria	14,625	-	-	-	-	-	-	-	-	-	-	14,625	31,855	28,663
Employee Benefits	681,207	228,539	20,421	123,860	73,039	-	109,362	149,127	-	-	81,581	1,437,176	1,606,983	1,468,788
	4,451,224	1,663,651	174,580	1,247,864	827,061	80,577	676,775	968,644	-	-	310,951	10,401,327	11,173,018	10,336,292
Total Expenses	$ 7,995,297	$ 4,579,890	$ 928,817	$ 1,918,294	$ 1,172,169	$ 254,899	$ 740,957	$ 2,054,304	$ 83,584	$ -	$ 919,825	$ 20,648,036	$ 20,863,185	$ 20,040,334

Schedule 4

Northlands College
Consolidated Schedule of General Expenses by Functional Area
for the year ended June 30, 2015

	2014/15 General				2015	2014/15	2014
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
Agency Contracts							
Contracts	$ -	$ 136,653	$ 65,661	$ 13,894	$ 216,208	$ 164,200	$ 281,504
Instructors	-	-	-	-	-	-	-
	-	136,653	65,661	13,894	216,208	164,200	281,504
Amortization	-	-	724,360	-	724,360	693,913	566,395
Equipment							
Equipment (non-capital)	450	7,371	49,130	2,842	59,793	58,000	109,513
Rental	-	28,315	170,475	3,144	201,934	175,179	197,904
Repairs and maintenance	-	10	6,097	3,516	9,623	10,250	3,474
	450	35,696	225,702	9,502	271,350	243,429	310,891
Facilities							
Building supplies	-	2,926	36,102	-	39,028	16,000	38,890
Grounds	-	1,163	47,822	-	48,985	32,820	35,933
Janitorial	-	-	142,705	-	142,705	134,800	104,925
Rental	-	884	260,864	-	261,748	268,000	310,972
Repairs & maintenance bu	-	7,175	137,673	-	144,848	81,000	96,044
Utilities	-	1,226	138,222	-	139,448	228,000	157,713
	-	13,374	763,388	-	776,762	780,620	747,477
Information Technology							
Computer services	-	16,071	-	28,595	44,666	33,620	18,127
Data communications	-	-	-	12,443	12,443	41,440	15,640
Equipment (non-capital)	-	-	24,496	58,483	82,979	3,000	130,279
Materials & supplies	-	1,984	-	47,567	49,551	10,000	19,011
Rental	-	-	-	2,491	2,491	13,728	14,180
Repairs & maintenance bu	-	-	4,809	628	5,437	1,000	1,498
Software (non-capital)	-	14,368	-	32,740	47,108	79,220	85,923
	-	32,423	29,305	182,947	244,675	182,008	284,658
Operating							
Advertising	780	50,040	185	213	51,218	42,500	73,406
Association fees & dues	39,834	1,509	-	-	41,343	39,975	40,495
Bad debts	-	15,948	-	-	15,948	22,000	37,640
Financial services	-	15,914	436	-	16,350	14,448	15,568
In-service (includes PD)	(120)	88,643	3,710	4,742	96,975	149,838	81,499
Insurance	3,822	3,960	99,097	434	107,313	104,400	81,148
Materials & supplies	15	53,303	(1,486)	111	51,943	57,950	61,842
Postage, freight & courier	20	23,328	429	798	24,575	24,600	23,992
Printing & copying	5,876	15,724	13,621	1	35,222	36,250	53,817
Professional services	2,326	260,198	1,170	-	263,694	102,944	163,464
Resale items	-	40,172	-	-	40,172	-	32,425
Subscriptions	-	3,025	-	435	3,460	8,400	4,565
Telephone & fax	2,592	119,405	-	160	122,157	133,675	123,513
Travel	17,056	253,005	2,265	13,134	285,460	341,330	415,093
Other	-	150,710	(1,470)	5,648	154,888	86,200	124,234
	72,201	1,094,884	117,957	25,676	1,310,718	1,164,510	1,332,701
Personal Services							
Salaries	-	3,222,480	230,973	264,353	3,717,806	3,674,744	3,380,982
Other	-	16,172	14,004	7,410	37,586	40,500	55,196
Honoraria	14,625	-	-	-	14,625	31,855	28,063
Employee Benefits	305	576,278	48,673	55,951	681,207	619,066	663,205
	14,930	3,814,930	293,650	327,714	4,451,224	4,366,165	4,127,446
Total General Expenses	$ 87,581	$ 5,127,960	$ 2,220,023	$559,733	$ 7,995,297	7,594,845	$ 7,651,072

See accompanying notes to financial statements

NORTHLANDS COLLEGE
Notes to the Consolidated Financial Statements
for the year ended June 30, 2015

1. PURPOSE AND AUTHORITY

Northlands College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*.

The Board of Northlands College is responsible for administering and managing the educational affairs of the College in accordance with the intent of *The Regional Colleges Act* and its regulations.

The College's objectives are to promote the social, economic and cultural development of the northern region of Saskatchewan by facilitating learning options and participating in community groups.

Northlands College is exempt from the payment of income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

As a government not-for-profit organization, the College prepared these financial statements in accordance with Chartered Professional Accountants Canada Public Sector Accounting (PSA) Handbook.

(a) College Reporting Entity and Consolidation

Significant aspects of the accounting policies adopted by the College are as follows:

College Reporting Entity:
The consolidated financial statements include all of the assets, liabilities, revenues and expenses of the College reporting entity. The College reporting entity is comprised of all the organizations that are controlled by the College.

Consolidation:
All controlled organizations are consolidated on a line-by-line basis.

Consolidation Method:

All inter-organizational balances and transactions are eliminated.

Controlled organizations that have been included using the full consolidation method:

- Northlands College Scholarship Foundation Inc.

(b) Measurement Uncertainty and the Use of Estimates

The preparation of financial statements in conformity with PSA standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Uncertainty in the determination of the amount at which an item is recognized or disclosed in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Measurement uncertainty that may be material to these financial statements exists for:

- the liability for employee future benefits of $ 282,700 (June 30, 2014 - $262,900) because actual experience may differ significantly from actuarial or historical estimations and assumptions;
- useful lives of tangible capital assets and related amortization is done on a straight-line basis

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. While best estimates are used for reporting items subject to measurement uncertainty, it is reasonably possible that changes in future conditions, occurring within one fiscal year, could require a material changes in the amounts recognized or disclosed.

(c) Financial Instruments

Financial instruments create rights and obligations to receive or deliver economic benefits. Financial instruments include cash and cash equivalents, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities and long term debt.

Financial instruments are assigned to one of two measurement categories: fair value, or cost or amortized cost.

i) Fair Value

Fair value measurement applies to portfolio investments in equity instruments that are quoted in an active market.

ii) Cost or Amortized Cost

All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Loans and receivables are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximates their fair value.

(d) Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Valuation allowances are used where considered necessary to reduce the amounts reported for financial assets to their net realizable value.

Cash and Cash Equivalents consist of cash, bank deposits and highly liquid investments with initial maturity terms of three months or less and held for the purpose of meeting short-term operating cash commitments rather than for investing purposes.

Accounts Receivable are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. Valuation allowances are recorded where recovery is considered uncertain. Changes in valuation allowances are recorded in the statement of operations.

(e) Liabilities

Liabilities are present obligations arising from transactions and events occurring prior to year-end, which will be satisfied in the future through the use of assets or another form of economic settlement.

Bank indebtedness is comprised of bank overdraft and short-term loans with initial maturities of one year or less, incurred for the purpose of financing current expenses.

Accrued Salaries and Benefits represents salaries and benefits owing to or on behalf of work performed by employees, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Accounts Payable and Accrued Liabilities include accounts payable and accrued liabilities owing to third parties for goods supplied and services rendered, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Deferred revenue from government transfers represents restricted grants with stipulations that give rise to a liability. The revenue is recognized as the stipulation liabilities are settled. Deferred revenue from non-government sources represents revenue related to fees or services received in advance of the fee being earned or the services being performed, and other contributions for which the contributor has placed restrictions on the use of the resources. Tuition and fee revenue is recognized as the course is delivered, revenue from contractual services is recognized as the services are delivered, and revenue from other contributions is recognized in the fiscal year in which the resources are used for the purpose specified.

Liability for Employee Future Benefits represents non-vesting sick leave benefits that accrue to the College's employees. The cost of these benefits is recorded as the benefits are earned by employees. The liability relating to these benefits is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of expected sick leave usage, discount rate, inflation, salary escalation, termination and retirement rates and mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Actuarial valuations are performed periodically. Extrapolations of these valuations are made when a valuation is not done in the current fiscal year.

Long-Term Debt is comprised of capital loans and other long-term debt with initial maturities of more than one year.

(f) Non-Financial Assets

Non-financial assets are assets held for consumption in the provision of services. These assets do not normally provide resources to discharge the liabilities of the College unless they are sold.

Tangible Capital Assets have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset. The College does capitalize interest incurred while a tangible capital asset is under construction. Contributed tangible capital assets are recorded at their fair value at the date of receipt.

The cost of depreciable tangible capital assets, net of any residual value, is amortized on a straight line basis over their estimated useful lives as follows:

Buildings	20 years
Furniture and equipment	3 to 10 years
Computer hardware	3 years
Vehicles	5 years
Leasehold improvements	Term of lease or useful life
Leased capital assets	Term of lease or useful life

Write-downs are accounted for as expenses in the statement of operations.

Inventory of Supplies for Consumption consists of supplies held for consumption by the College in the course of normal operations and are recorded at the lower of cost and replacement cost.

Prepaid Expenses are prepaid amounts for goods or services such as advertising for future year programs and insurance which will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the goods or services are consumed.

(g) Employee Pension Plans

Employees of the College participate in the following pension plans:

Multi-Employer Defined Benefit Plans

The College's employees participate in one of the following multi-employer defined benefit plans:

i) Teachers and other employees holding a teaching certificate participate in either the retirement plan of the Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP). The College's obligation for these plans is limited to collecting and remitting contributions of the employees at rates determined by the plans.

ii) Other employees participate in the Municipal Employees' Pension Plan (MEPP). In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

(h) Revenue Recognition

Revenues are recorded on the accrual basis. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

The College's major sources of revenue include the following:

i) **Government Transfers (Grants)**
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability.

ii) **Fees and Services**
Revenues from tuition fees and other services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation, regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

iii) **Interest Income**
Interest is recognized on an accrual basis when it is earned.

iv) **Other (Non-Government Transfer) Contributions**
Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. Externally restricted contributions that are to be held in perpetuity are recognized as revenue in the year in which they are received or committed if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions that are not held in perpetuity are deferred until the resources are used for the purpose specified, at which time the contributions are recognized as revenue. In-kind contributions are recorded at their fair value when they are received.

(i) Expenses
Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

(j) Contingent liabilities
Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

3. CASH AND CASH EQUIVALENTS

Due to the short-term nature of the investments, market value of cash and cash equivalents approximates cost.

	June 30 2015	June 30 2014
Cash and bank deposits	$ 5,969,444	$ 7,471,574
Cash and cash equivalents	**$ 5,969,444**	**$ 7,471,574**

4. ACCOUNTS RECEIVABLE

All accounts receivable presented on the statement of financial position are net of any valuation allowances for doubtful accounts.

	June 30 2015	June 30 2014
Provincial government:		
Advanced Education/Economy	$ 99,111	$ 77,924
Other	-	47,234
Federal government	39,018	257,017
Other receivables	1,357,283	1,507,626
	1,495,412	1,889,801
Less: Allownace for doubtful accounts	(64,323)	(66,397)
Accounts receivable, net of allowances	**$ 1,431,089**	**$ 1,823,404**

5. BANK INDEBTEDNESS

Bank indebtedness consists of a demand operating line of credit with a maximum borrowing limit of $500,000 that bears interest at prime. This line of credit is authorized by a borrowing resolution by the Board and is secured by a general security agreement. This line of credit was approved by the Minister of Advanced Education on June 25, 2001. The balance drawn on the line of credit at June 30, 2015 was $ 0 (June 30, 2014 - $ 0).

6. ACCRUED SALARIES AND BENEFITS

	June 30 2015	June 30 2014
Accrued salaries	$ 24,786	$ 58,382
Accrued employee benefits	626,529	679,033
Accrued salaries and benefits	**$ 651,315**	**$ 737,415**

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2014	June 30 2014
Provincial Government	$ 53,919	$ 1,137,579
Federal Government	-	217,092
Other	1,571,108	1,693,197
Accounts payable and accrued liabilities	**$ 1,625,027**	**$ 3,047,868**

8. DEFERRED REVENUE

	June 30 2014	Addition during the year	Revenue recognized in the year	June 30 2015
Other deferred revenue				
Other Funders	350,146	201,384	(253,078)	298,452
Northern Inter-tribal Health Authority/Aboriginal Health Human Resources Initiative	18,050	52,257	(52,257)	18,050
	368,196	253,641	(305,335)	316,502
Deferred revenue	**$ 368,196**	**$ 253,641**	**$ (305,335)**	**$ 316,502**

9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

The College provides certain post-employment, compensated absence and termination benefits to its employees. These benefits include accumulating non-vested sick leave. The liability associated with these benefits is calculated as the present value of expected future payments pro-rated for service and is recorded as Liability for Employee Future Benefits in the statement of financial position.

Details of the employee future benefits are as follows:

	June 30 2015	June 30 2014
Actuarial valuation date	June-30-15	June-30-12
Long-term assumptions used:		
Salary escalation rate (percentage)	1.75%	1.50%
Discount rate (percentage)	2.80%	2.80%
Expected average remaining service life (years)	*11*	*11*

Accrued Benefit Obligation - beginning of year	**$ 265,700**	**$ 248,900**
Current period benefit cost	58,100	57,300
Interest cost	7,600	7,100
Benefit payments	(46,200)	(47,600)
Actuarial gains / losses	4,400	-
Accrued Benefit Obligation - end of year	**289,600**	**265,700**
Unamortized Net Actuarial Gains / Losses	**(6,900)**	**(2,800)**
Liability for Employee Future Benefits	**$ 282,700**	**$ 262,900**

Employee Future Benefits Expense	**2015**	**2014**
Current period benefit cost	**$ 58,100**	**$ 57,300**
Amortization of net actuarial gain / loss	300	300
Benefit cost	**58,400**	**57,600**
Interest cost on unfunded employee future benefits obligation	**7,600**	**7,100**
Total Employee Future Benefits Expense	**$ 66,000**	**$ 64,700**

10. LONG-TERM DEBT

Details of Long-Term Debt:		2015	2014
Capital Loans:	RBC Loan - interest rate is fixed at 3.84% per annum, monthly repayment terms of $5,718, maturing February 25, 2019.	182,704	243,035
Capital Leases:	Toyota Credit Canada and GM Leasing - Leases for 2 Highlanders Toyota Credit Canada and a Tahoe with 4 year repayment plan and agreement to purchase at the end of the leases. Repayment terms are $677.37 monthly for each Highlander and $1,152.42 monthly for the Tahoe. Buy- out options are $17,132.16 plus taxes for each Highlander in June 2019 and $16,387.90 for the Tahoe in May 2019.	151,035	
		333,739	**243,035**
Total Long Term Debt		**$ 333,739**	**$ 243,035**

Principal repayments over the next 5 years are estimated as follows:				
	Capital Loans	**Capital Leases**	**Other LT Debt**	**Total**
2016	62,659	$ 25,390	$ -	**$ 88,049**
2017	65,189	25,390	-	**90,579**
2018	54,856	25,390	-	**80,246**
2019	-	74,865	-	**74,865**
2020	-	-	-	**-**
Thereafter	-	-	-	**-**
Total	**$ 182,704**	**$ 151,035**	**$ -**	**$ 333,739**

11. TANGIBLE CAPITAL ASSETS

	Land	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Leasehold Improv	2015	2014
Tangible Capital Assets - at Cost:									
Opening Balance at Start of Year	$ 201,184	$ 6,328,872	$ 3,612,807	$ 662,072	$ 156,039	$ 50,213	$ 291,613	$ 11,302,799	$ 9,991,442
Additions/Purchases	150,000	331,476	333,515	30,881	241,026	154,148	-	1,241,046	1,311,357
Disposals	-	-	-	-	-	-	-	-	-
Write-Downs	-	-	-	-	-	-	-	-	-
Transfers to (from)	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	**351,184**	**6,660,348**	**3,946,322**	**692,953**	**397,065**	**204,361**	**291,613**	**12,543,845**	**11,302,799**
Tangible Capital Assets - Amortization:									
Opening Balance at Start of Year	-	4,815,763	2,052,756	627,545	44,936	40,171	269,488	7,850,659	7,227,518
Amortization of the Period	-	340,670	343,914	35,711	39,707	10,043	11,062	781,107	623,141
Disposals	-	-	-	-	-	-	-	-	-
Write-Downs	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	**-**	**5,156,433**	**2,396,670**	**663,256**	**84,643**	**50,214**	**280,550**	**8,631,766**	**7,850,659**
Net Book Value:									
Opening Balance at Start of Year	201,184	1,513,109	1,560,051	34,527	111,103	10,042	22,125	3,452,141	2,763,924
Closing Balance at End of Year	351,184	1,503,915	1,549,652	29,697	312,422	154,147	11,063	3,912,079	3,452,140
Change in Net Book Value	**150,000**	**(9,194)**	**(10,399)**	**(4,830)**	**201,319**	**144,105**	**(11,062)**	**459,938**	**688,216**

12. PREPAID EXPENSES

	June 30 2015	June 30 2014
Prepaid Expenses	$ 46,383	$ 1,117
Prepaid Program Costs and Advertising	$ 142,408	$ 26,470
Prepaid Insurance	93,105	69,866
Prepaid expenses	**$ 281,896**	**$ 97,453**

13. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

Information on the multi-employer pension plans to which the College contributes is as follows:

i) Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP):

The STRP and STSP provide retirement benefits based on length of service and pensionable earnings.

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The College's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans. Accordingly, these financial statements do not include any expense for employer contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

Details of the contributions to these plans for the College's employees are as follows:

These figures are based on the salaries and are at a flat rate as per Payroll	2015			2014
	STRP	STSP	TOTAL	TOTAL
Number of active College members	35	2	37	47
Member contribution rate (percentage of salary)	9.10%	6.05%		7.8% /6.05 %
Member contributions for the year	$ 239,027	$ 11,436	$ 250,463	$ 197,271

ii) Municipal Employees' Pension Plan (MEPP)

The MEPP provides retirement benefits based on length of service and pensionable earnings.

The MEPP is funded by employer and employee contributions at rates set by the Municipal Employees' Pension Commission.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. Any actuarially determined deficiency is the responsibility of the participating employers and employees which could affect future contribution rates and/or benefits.

The contributions to the MEPP by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these financial statements. In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

Details of the MEPP are as follows:

	2015	2014
Number of active College members	121	154
Member contribution rate (percentage of salary)	8.15%	8.15%
College contribution rate (percentage of salary)	8.15%	8.15%
Member contributions for the year	$ 446,237	$ 464,091
College contributions for the year	$ 446,237	$ 464,091
Actuarial valuation date December 31, 2012	31-Dec-14	31-Dec-13
Plan Assets	$ 1,980,144	$ 1,658,272
Plan Liabilities	$ 1,646,142	$ 1,471,958
Plan Surplus (Deficit)	$ 334,002	$ 186,314

14. RISK MANAGEMENT

The College is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and market risk (consisting of interest rate risk and foreign exchange risk).

i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies are considered to be minimal. For other receivables, the College has adopted credit policies which include reviewing the outstanding accounts receivable for the College on a regular basis and denying further service until outstanding balances at year-end are paid. The College does not have a significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect impairment in collectability.

The aging of accounts receivable at June 30, 2015 and June 30, 2014 was:

	June 30, 2015		June 30, 2014	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
Current	$ 704,784	$ -	$ 489,154	$ -
0-30 days	216,539	-	180,569	-
30-60 days	42,044	-	250,531	-
60-90 days	10,921	-	140,627	-
Over 90 days	608,027	64,323	828,920	66,397
Total	$ 1,582,315	$ 64,323	$ 1,889,801	$ 66,397
Net		$ 1,517,992		$ 1,823,404

ii) Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they come due. The College manages liquidity risk by maintaining a reasonable amount of unappropriated surplus at approximately 3% of the Operating Grant as suggested by the Ministries.

The following table sets out the contractual maturities of the College's financial liabilities:

	June 30, 2015			
	Within 6 months	6 months to 1 year	1 to 5 years	> 5 years
Accrued salaries and benefits	$ 651,315	$ -	$ -	$ -
Accounts payable and accrued liabilities	$ 1,641,930	$ -	$ -	$ -
Long-term debt	$ 43,682	$ 44,367	$ 245,690	$ -
Total	$ 2,336,927	$ 44,367	$ 245,690	$ -

iii) Market Risk

The College is exposed to market risks with respect to interest rates and foreign currency exchange rates, as follows:

Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to long-term debt. The College also has an authorized bank line of credit of $500,000 with interest payable monthly at a rate of prime. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of June 30, 2015.

The College minimizes these risks by:

- holding cash in an account at a Canadian bank, denominated in Canadian currency
- managing cash flows to minimize utilization of its bank line of credit
- managing its interest rate risk on long-term debt through the exclusive use of fixed rate terms for its long-term debt

15. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on June 19, 2014 and the Minister of Advanced Education on July 15, 2014.

16. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to all Government of Saskatchewan ministries, agencies, boards, school divisions, health authorities, colleges and crown corporations under the common control of the Government of Saskatchewan. The College is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the College is related to other non-Government organizations by virtue of its economic interest in these organizations.

(a) Related Party Transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below on the next page.

	2015	2014
Revenues:		
Ministry of Advanced Education/Economy	$ 12,497,733	$ 12,678,515
Ministry of Central Services	-	10,685
Mamawetin Churchill River Health District	250,000	236,483
Keewatin Yatthe Regional Health Authority	4,380	1,460
Ministry of Justice	-	8,887
SaskPower and SaskEnergy	118,321	-
Saskatchewan Polytechnic	47,297	1,845
Saskatchewan Regional Colleges	10,500	7,780
University of Regina	27,901	12,399
University of Saskatchewan	678,074	326,628
	$ 13,634,206	**$ 13,284,682**
Expenses:		
Mamawetin Churchill River Health District	876	-
Ministry of Advanced Education/Economy	153,344	-
Ministry of Central Services	419,463	654,755
Ministry of Justice	1,800	-
SaskTel	129,557	128,940
SaskPower and SaskEnergy	125,411	124,331
Saskatchewan Apprenticeship and Trade Certification Commission	21,448	7,410
Saskatchewan Polytechnic	545,040	599,349
Saskatchewan Municipal Superannuation	940,549	915,208
Saskatchewan Regional Colleges	30,200	73,546
Saskatchewan Teachers' Federation	259,773	178,492
Saskatchewan Teachers' Superannuation	17,023	19,676
Saskatchewan Workers' Compensation Board	30,660	28,577
University of Regina	295,035	156,944
University of Saskatchewan	442,179	396,817
	$ 3,412,358	**$ 3,284,045**
Accounts Receivable:		
Ministry of Advanced Education/Economy	$ 99,112	$ 57,712
Ministry of Central Services	-	10,685
Saskatchewan Polytechnic	27,930	1,845
Saskatchewan Regional Colleges	1,295	7,780
University of Regina	-	1,184
University of Saskatchewan	286,718	326,628
	$ 415,055	**$ 405,834**
Accounts Payable and Accrued Liabilities:		
Ministry of Advanced Education/Economy	$ 21,231	$ -
Ministry of Central Services	-	47,702
SaskPower and SaskEnergy	5,895	3,894
SaskTel	11,182	9,089
Saskatchewan Municipal Superannuation	82,129	72,628
Saskatchewan Polytechnic	31,262	2,632
Saskatchewan Regional Colleges	3,222	4,340
Saskatchewan Teachers' Federation	24,303	17,766
Saskatdchewan Teachers' Superannuation	1,619	1,633
University of Regina	100	181
University of Saskatchewan	1,087	1,339
	$ 182,030	**$ 161,204**

In addition, the College pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases and customer sales on items that are deemed taxable. Taxes paid are recorded as part of the cost of those purchases.

The College receives long distance telephone services between major centers from SaskTel, a related party, at reduced rates available to Government agencies.

17. ACCUMULATED SURPLUS

Accumulated surplus represents the financial assets and non-financial assets of the College less liabilities. This represents the accumulated balance of net surplus arising from the operations of the College and accumulated net re-measurement gains and losses.

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes. These internally restricted amounts are included in the accumulated surplus presented in the statement of financial position. Accumulated surplus from operations also includes externally restricted contributions for which the contributor has placed restrictions that the resources be held in perpetuity.

The College does not maintain separate bank accounts for the internally restricted amounts and/or externally restricted resources to be held in perpetuity.

Details of accumulated surplus are as follows on the next page.

	June 30 2014	Addition during the year	Reductions during the year	June 30 2015
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	$3,452,140	$1,254,055	$ 794,116	$ 3,912,079
Less: Debt owing on Tangible Capital Assets	243,035	154,158	63,454	333,739
	3,209,105	**1,099,897**	**730,662**	**3,578,340**
Internally Restricted Operating Surplus:				
Capital projects:				
Capital Purchase	103,024	-	-	103,024
Building Capital	542,279	-	67,279	475,000
Building /Equipment Maintenance	518,395	-	512,531	5,864
Information Technology	191,130	-	90,293	100,837
Training and Education	19,659	-	-	19,659
	1,374,487	**-**	**670,103**	**704,384**
Other: Externally Appropriated Surplus				
Various Other Appropriations from Ministries	496,036	183,110	-	679,146
Skill Training Allocation	613,394	2,046,571	2,190,673	469,292
Institutional Skills	280,644	-	280,644	-
Sector Partnerships	15,351	2,104	3,531	13,924
Adult Basic Education	471,145	1,732,112	1,709,485	493,772
On-Reserve Training	88,705	390,699	164,417	314,987
Adult Basic Education - Literacy Contracts	234,176	123,693	225,389	132,480
Multi-party Training Plan	338,315	-	338,315	-
Northern Training Program	368,310	-	368,310	-
Northern Skills Training	-	2,360,269	1,322,226	1,038,043
Northern Health Strategy	770,565	360,000	578,574	551,991
	3,676,641	**7,198,558**	**7,181,564**	**3,693,635**
Unrestricted Operating Surplus	**(313,287)**	**717,251**	**176,130**	**227,834**
Total Accumulated Surplus from Operations	**7,946,946**	**9,015,706**	**8,758,459**	**8,204,193**
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.	**332,948**	**-**	**48,288**	**284,660**
Total Accumulated Surplus	**$8,279,894**	**$9,015,706**	**$ 8,806,747**	**$ 8,488,853**

The purpose and nature of each Internally Restricted Surplus amount is as follows:

Capital Purchase Appropriation - $ 103,024 – is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. There are no currently outstanding commitments against this appropriation.

Building Capital Appropriation - $475,000 – is intended to purchase/renovate buildings to sustain programming at the College. The goal has become more specific to renovate the shop into a usable Mine Training and Research Centre; as well as, to expand the facility with the intention of increasing student numbers. There is a current commitment of $300,000 outstanding against this appropriation for the purpose of building the Addition to the existing Mine School. Work is underway on that project and the commitment will be fully spent in 2015/16.

Building/Equipment Maintenance Appropriation - $5,864 - is intended to maintain the aged buildings and equipment owned by the College. A small portion of this Appropriation was expended on the remaining commitment to fix the foundation at the Creighton facility and the majority became unappropriated in accordance with approval from the Board to allocate $508,257 to Unappropriated Surplus.

Information Technology Appropriation - $100,837 – is to ensure the College can maintain an IT infrastructure that operates to effectively help students through their programs. The Board approved investment in a Disaster Recovery and Networking Plan for $170,000. $90,293 was expended in 2014/15 leaving $79,707 committed and $21,131 uncommitted.

Training and Education Appropriation - $19,659 – is intended for use toward specific programming initiatives with Board approval. There are no commitments outstanding against this appropriation.

18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the College are as follows:

	Operating Leases				Capital Leases	
	Rental	Leases	Residences Leases	Total Operating	Vehicles	Total Capital
Future minimum lease payments:						
2016	$ 52,976	$ 43,292	$ 295,580	$ 391,848	$ 27,234	$ 27,234
2017	23,844	22,886	295,837	342,567	33,033	33,033
2018	-	8,635	24,874	33,509	33,033	33,033
2019	-	7,462	-	7,462	99,646	99,646
2020	-	4,716	-	4,716	-	-
Thereafter	-	-	-	-	-	-
	76,820	86,991	616,291	780,102	192,946	192,946
Interest and executory costs	-	-	-	-	15,765	
Total Lease Obligations	$ 76,820	$ 86,991	$ 616,291	$ 780,102	$ 208,711	$ 192,946

19. CONTINGENT LIABILITIES

A union representing employees of an employer unrelated to the College has applied by Notice of Motion for an order quashing purported decisions of the municipal Employees Pension Plan relating to the application of actuarial surplus in the fund, as well as other relief. Several participating employers, including the College have been named. It is not possible to estimate the potential effect of the claim at this stage of the proceedings. The College's share of settlement, if any, will be charged to expenses in the year in which the related litigation is settled.

Glossary of Terms

Adult Basic Education Credit	Academic skills development that leads to certification at a Grade 10-12 level or prepares individuals to write the GED exams.
Adult Basic Education Non-Credit	Learning which may include some form of evaluation, however, does not result in certification by a recognized body.
Completer	A student who has completed course requirements or remained to the end of the program.
Graduate	A student who has successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry.
Full-Load Equivalent	Total participant hours divided by the accepted full-load equivalent factor for a program group.
Institute Credit	Education and training which leads to a credential (i.e. certificate, diploma, degree; from a recognized credit-granting institute).
Industry Non-Credit	Education and training that meets the specific needs identified for an industry(s), group(s), firm(s) or sector(s) that does not result in credentials or certification recognized by an industry association or sector, regulatory body or licensing agency.
Student Full-Time	One who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition: a) for apprenticeship and trade: a complete level (the length depends on the trade) is required; and b) for university courses: a minimum of 216 hours of scheduled class time for the academic year.
Student Part-Time	One who is taking: a) courses of less than 12 weeks duration, even if they collectively require more than 18 hours of scheduled class time per week; or b) courses that are at least 12 weeks in duration but collectively require less than 18 hours of scheduled class time per week.
Student Casual	One who is taking courses (within a program group) that collectively total less than 30 hours of scheduled class time.